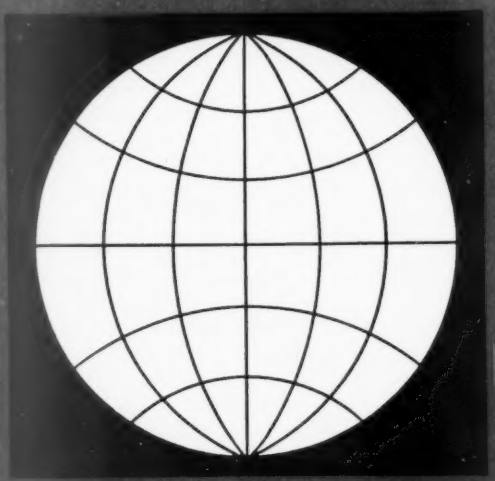
PEACE CORPS
volunteer
MARCH 1966



PEACE CORPS: 1976

Photo by Paul Conklin

A huff and a puff: Jack Vaughn and Sargent Shriver whiff at five Peace Corps birthday candles after Vaughn was sworn in as Director in a ceremony at the White House. Observing the joint effort are President Johnson, Secretary of State Dean Rusk, Undersecretary of State George W. Ball, Vice President Hubert H. Humphrey.

Peace Corps Marks 5 Years

President Lyndon B. Johnson said on the fifth birthday of the Peace Corps that "no group, no organization, contributes more to the cause of peace than the Peace Corps."

At a White House ceremony on March 1, the President said that the Peace Corps was "equipped with an idea whose time had really come."

He said that "the constructive work of more than 20,000 people over five long years—and the collaboration of the peoples with whom they have lived —is a real testament to the trust upon which the Peace Corps was founded."

The ceremony coincided with the swearing-in of Jack Vaughn as Director. Vice President Hubert H. Humphrey administered the oath of office.

Many returned Volunteers were present at the observance as escorts for diplomatic representatives from each of the nations where the Peace Corps is serving.

The President testified to the work of Volunteers throughout the world, past and present, when he said that "every person here, and many more who could not be here, helped to turn the Peace Corps from an intriguing idea into an inspired operation."

In his remarks, Mr. Johnson discussed the United States role in Vietnam and said that "we are there in order to restore peace and in order to let the works of peace serve the life of man."

"The day, I hope, will soon come when the Peace Corps will be there, too," he added. "It must somehow find the day and the time that it can go and make its contribution when peace is assured."

"The same spirit that the Peace Corps Volunteers brought to thousands of villages and cities in 46 countries should be carried to the hamlets of Vietnam."

The President said that "the Peace Corps has already shown us what it can do. For the Peace Corps is a movement. It is a movement to place the vessel of peace in the hands of individual men and women driven by their own conscience to do something about healing this wounded world in which we live."

The new director and his predecessor, Sargent Shriver, who was present at the ceremony, were lauded by the President.

"The man who more than any other man gave fire and gave purpose to your movement is stepping aside today on the fifth anniversary of the day the movement began," he said.

"Of Sargent Shriver, it can be said that he is a man to whom excellence and public service are synonymous, one of those rare men of whom Virgil spoke when he said, 'they can because they think they can.'

"He was, of course, inspired, so inspired that he ran off with one of my assistants (Bill Moyers) back in 1961. The last few months I have tried to pay him back. I have run off with several of his. One of them is here today to succeed him.

"Jack Vaughn I first met out in a little fishing village in Africa, but he, like Sargent Shriver, I observed on the first meeting, is a disciple of peace. His life has been spent in the service of the cause of peace. This is the third job that I have asked Jack Vaughn to take since I met him in that fishing village in 1961. Each of these jobs he has served with great distinction."

He then concluded: "Jack, I think you know that you are stepping into the shoes of a man who has done more for his country than his country knows. His hands are going to be full with poverty and yours are going to be full with peace, and I hope that all of us will be the better for the work that both of you do."

"In a world of violence, Volunteers have shown that there is really another way—the way of private dedication and quiet courage working unheralded for ends that each has accepted as valuable and as vital. In this way those of you in the Peace Corps have carried forward the real revolution of our day and time, the revolution of peaceful change. In this way you are really waging the only war that we in America want to wage—the war against the inhumanity of man to his neighbor and the injustice of nature to her children."

Lyndon B. Johnson
March 1, 1966

Talent Chief Appointed

Margaret Beshore has returned to the Peace Corps as director of Talent Search, charged with finding the best qualified people for staff positions in Washington and abroad.

During a previous two-year stint with the Peace Corps, Miss Beshore was an operations officer in the Latin America Region and Acting Director for Bolivia. She left the agency in 1965 to serve as a staff assistant to Jack Vaughn at the Department of State. She has been a foreign service officer since 1960.

Miss Beshore will also be handling applications for staff employment from former Volunteers. Dick Irish, who previously performed this job, is now assigned to special projects in the Talent Search office.

Former Volunteers Named Directors

Two former Volunteers have been appointed Peace Corps directors in Africa.

They are Russell Schwartz and Bob Klein, who have been named to head Peace Corps programs in Bechuanaland and Ghana, respectively.

Schwartz will be breaking ground for the Peace Corps in Bechuanaland, a British High Commission Territory that will take the name of Botswana when it becomes independent on Sept. 30.

Klein has returned (see box) in a new capacity to familiar territory—he was a Volunteer and an associate director in Ghana.

Though many Volunteers have been associate directors, Schwartz and Klein are the first to head Peace Corps operations.

At 25, Schwartz is the youngest director in Peace Corps history.

He is from Rochester, N.Y., and became a Volunteer after his graduation from Harvard University in 1962. He was a Volunteer leader based in Makeni, Sierra Leone, and a member of the first Peace Corps rural community development project in Africa.

For the past two years he has been operations officer for Ghana and West African rural community development, which he called "an exciting and important phase to go through."

"I never thought I'd stay with the Peace Corps another two years," he said, "but this opportunity was impossible to turn down."

Schwartz leaves in April to lay the groundwork for projects in the Texas-sized Southern African nation. Two projects, in primary and secondary education and in cooperative development, are confirmed, calling for a total of 34 Volunteers. Their arrival date is December.

Like Schwartz, Klein was an operations officer in the Africa Region. "It's a good idea to have ex-Volunteers moving up," he said before leaving. "It makes good sense, and I'm pleased to follow this cycle."

Klein

Schwartz

"The reason I went over as a Volunteer is the same as the reason I'm going over as a director—the involvement is much the same."

Klein, 37, a former New York City teacher, recalled that his initial assignment to Ghana in 1961 was "just chance."

"When the Peace Corps came around," he said, "I was ready to go. But, like everybody else, I had to look on a map to find out where the country was."

Klein taught English and history for two years at Sefwi-Wiawso Secondary School. He later returned to Ghana as an associate director, the first former Volunteer to serve overseas as a staff member. He now calls Ghana "my second home."

In 1964 he transferred to Kenya to set up education and land settlement projects, and in September, 1965, he returned to Washington.

Klein is supervising 109 teachers and 13 geologists in Ghana.

Before he left Washington, Bob Klein commented: "I've managed to avoid the much-publicized 're-entry crisis' by arranging for a third tour of duty overseas." Well, almost.

On Tuesday, Feb. 22, Klein left the U.S. On Wednesday, Feb. 23, he arrived as the new Peace Corps director in Accra, Ghana. On Thursday, Feb. 24, a military coup overthrew the Kwame Nkrumah government.

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Stuart Awbrey, editor; Pat Brown and Susan Murray, associate editors; Robin Schrage, editorial assistant; Paul Reed, art director; Richard Knox, artist.

Next Stop For PCVs: Korea

Korea will be the 50th Peace Corps host country.

Ninety Volunteers are scheduled to begin teaching English, science and physical education in secondary schools there next September. Training for the new program begins in June.

Though the Republic of Korea will be the 50th nation served by the Peace Corps, Volunteers no longer serve in three of them: Ceylon, Cyprus and Indonesia.

Prime Minister Chung Il-kwon, who expressed interest in the Peace Corps as far back as 1961, when he was Korean Ambassador to the United States, will welcome the Korea I group.

Though there are 50,000 U.S. troops stationed in Korea, the Peace Corps anticipates that Volunteers will have little contact with them. Most of the troops are concentrated near the 38th Parallel dividing North and South Korea. Volunteers will be posted in villages in the interior of the southern section of the mountainous peninsula.

Kevin Delany, Deputy Director of the Far East Region, predicts that Volunteers "will be relatively free of the U.S. presence in Korea."

Two-thirds of the Volunteers will teach English. Though English is a required subject in secondary schools and the first two years of college, Delany says "millions of hours are now devoted to its study with meager or limited results. The critical problem is improving the quality of the teaching and learning of English."

Volunteers will be expected to communicate in the Korean language, and most of them will live with Korean families.

Delany describes Korea as a "poor rather than an underdeveloped country. The Koreans have done well with what they have, but they don't have much."

Delany says "the Peace Corps enters in a crucial time in Korean development. Korea is now in the stage of an economic 'take-off' and hopes to become self-sufficient in the early 1970s. It is during this period that the Peace Corps is being asked to help."

'This very special work'

As one of his first tasks as Director of the Peace Corps, Jack Vaughn composed a "letter of resignation." He dated it 1971 and called it "a testament we shall leave to those who follow in this very special work." The letter follows:

Dear Mr. President:

My 27th professional bout has come to an end.

Over 100,000 American men and women have served in the Peace Corps since its inception, 10½ years ago. Volunteers have served or are now serving in virtually every village in what is still the developing world. They are serving throughout Eastern Europe, as authorized under the amended legislation. Volunteers are also serving in all of Vietnam.

As you are aware, we have been moving into nations which we have agreed to call Nations-on-the-Move—noted, as a rule, for governments that care about what happens to their people—whether they care about the government and people of the United States or not.

I am pleased to point out that through the Reverse Peace Corps program, qualified persons from more than 40 nations are now working and teaching in communities throughout the U.S., at salaries commensurate with local practice.

Former grammar school students of the very first Peace Corps Volunteers have just come to voting age in many nations—and the results are showing very favorably as elections are held. Meanwhile, at home, the first children born to Volunteers serving overseas are learning foreign languages from Reverse Peace Corps teachers serving in our schools. Also they are learning history, government and international affairs from Peace Corps veterans who know whereof they teach.

Incidentally, Mr. President, I understand that you have been wondering what to do, yourself, with the New Year approaching. My wife and I have something in mind ourselves. Perhaps we could all enter the same training program. In this connection I am pleased to note that the eldest of the approximately two dozen grandchildren of Joseph and Rose Kennedy will be finishing school soon. We have sent them the necessary forms.

The Foreign Service Entrance Examination is now fully adjusted to comprise three essential elements: a written test, an oral examination and two years successful service as a Peace Corps Volunteer. Similar changes in the Federal Service Entrance requirements will be completed before the end of this year.

No hardship and other bonus allowances are paid to any U.S. civilian employes overseas, no matter with what agency they serve. All commissaries have been dismantled, and employes find and pay for their own housing.

Through a long process of re-examination, we have developed a fruitful and satisfactory relationship between the Peace Corps and the Agency for International Development, recently renamed the Agency for International Peace, backing dollars with people where the combination can be truly of value.

The vigorous program of community service which has marked university life in recent years has continued to flourish, and we are proud to have shared in such work. Moreover, returned Volunteers now comprise such a substantial part of the academic community that I believe we may look forward to continued rewards for the nation, in this regard.

Particularly encouraging are fresh signs of a growing belief among most Americans that this nation is rich enough, and possessed of enough spirit, to assure almost every citizen an opportunity to devote several years of his or her life to Volunteer service of one kind or another. In this regard, it is with considerable pride that I report the enlistment in the Peace Corps of the entire graduating class of 1971 from undergraduate schools of the University of Michigan, including both platoons of the football team. Moreover our own internal organization at Peace Corps Headquarters has grown so efficient that virtually every Spanish-language major is headed for Latin America.

Finally, Mr. President, I commend to your attention an aspect of Peace Corps service which is not new, yet which holds increasing importance as we are able to look back over a full decade of achievement: the Peace Corps is beginning to return heavily on the investment of the American people.

It is doing so through the men and women who have served in it.

These men and women possess a quality of mind and spirit—a resiliency, a maturity—to match great responsibilities far beyond old expectations.

In our Great Society, Mr. President, Peace Corps Volunteers are Great Citizens.

Several years ago, Mr. President, we spoke of the Great Society as "a place where the meaning of man's life matches the marvels of man's labors." Peace Corps Volunteers have indeed found very special meaning in their lives. Having done so once, they appear emboldened to new challenges at home. They seem to escape the problem of conformity, and they seem able to lead others away from conformity, as well.

From within themselves, Mr. President, they seem to have resolved answers to President Kennedy's memorable words:

"Ask not what your country can do for you—Ask what you can do for your country."

Unlike so many others, moreover, they seem to have borne in mind other words from that passage:

"Ask what together we can do for freedom of man."

Jack Vaughn

Director Jack Vaughn is sworn in by Vice President Humphrey while the President looks on. Vaughn's daughters Carol (at left) and Kathryn (behind Vaughn) and Mrs. Vaughn witness the ceremony.

'A Poet and Peasant Overture'

By **JACK VAUGHN**

This article was adapted from Jack Vaughn's first major speech as Director of the Peace Corps, at the University of Michigan, Feb. 28.

Early in my recent service at the State Department, I reported to my friends the custom of President Marco Robles of Panama, who took evident delight in calling me, "El Embajador Campesino,"—the "peasant ambassador." Furthermore, I told my friends that the label surely stuck—for on several occasions I heard myself referred to around the halls of the department as "that peasant."

I have no quarrel with such a label. But I think they ought to add another one—for my Latin friends also understand how deeply I cherish their own love of the poetic tradition. So, if I am to be a peasant, let me also be a poet. With that thought in mind, I claim the right to title this as a "Poet-and-Peasant Overture."

Even though I were a stranger to the Peace Corps, I could not underestimate the tough job to come.

But I have known the Peace Corps and loved its challenge, from the beginning. And I have served under its first boss. No more exciting man ever drove an organization into being with more devotion, more selfless conviction, more generous understanding of his own fallibility, more mature compassion for anyone willing to work even half as hard as he.

Following Sarge Shriver around the Peace Corps was bracing. Following him as its leader is a bit shattering.

Yet I feel now as I did when we began five years ago. There is a yearning to be started in earnest. In the spirit which surrounds the Peace Corps, and which has been preserved in its entirety through these years, there is the sure confidence in a worthwhile job to be done. To have an opportunity now to lead it makes me very, very humble—but then, I like to think I always was humble, until the bell for Round 1.

Some words of the late President Kennedy speak best for me now. He said:

"I do not shrink from this responsibility—I welcome it. I do not believe that any of us would exchange places with any other people or any other generation. The energy, the faith, the devotion which we bring to this endeavor will light our country and all who serve it—and the glow from that fire can truly light the world."

The task to which we shall turn tomorrow is not a task of administration in a bureaucracy. Nor is it a major experiment in education, nor a novel phase in international relations, nor even a special kind of foreign aid.

It is not nursing, nor community development, nor agricultural development, nor a host of other services to which Volunteers turn when they arrive overseas.

All of the energy, the faith, the devotion which we in the Peace Corps bring to our service, serves a single cause.

That cause is Peace.

I offer no catch phrase, no word of excitement, no torch.

I speak of Peace, and I mean in Peace the hard, gritty job of grappling once and for all with complex issues affecting our very salvation.

When the Peace Corps serves in the cause of Peace, moreover, it means that men and women grapple hardest at the very level where results count: where people live, and must survive.

Readily, we acknowledge the difficulty of survival in war. How odd, then, that we fail to appreciate the difficulty of survival in Peace.

Let me make clear that I am not merely propounding the virtues of Peace. Indeed, war itself often makes off with the name of virtue, and every people need but read the newspapers of their own land to see what violence is exacted in virtue's name.

Moreover the politics of violence is cruelest for what it masks, for when the dead are buried, the living have gained nothing. We have seen in

Ghana, and the Dominican Republic, and in a dozen Vietnams, that progress for mankind can never really be measured in causes and coups, but in precious inches of human understanding and enlightenment, scantly noticed, grudgingly surrendered from ignorance and despair, toiled after, lost, missed and sought after again.

Some Suggestions

We are but five years on the job. Yet we have gathered some insights. Together with the thoughts of other men, perhaps we can give back to our nation more than fair return in hope, through what we have learned. Indeed we must, right now, lest significant opportunity for lasting peace go on escaping us into the future, as tragically as it has in the past. The terrible price paid by our generations in death, in the destruction of property —and worse, in the denigration of the human spirit—that price entitles us to some thinking, and to a glimpse at remedies if remedies exist, for if mankind has already thought its way clear of gravity, certainly we can begin to think our way clear of untimely graves.

I suggest we begin by taking a stern look at Peace.

I believe it was Rochefoucauld who said that "Peace is war conducted by other means."

Cynical? Perhaps not, if you will accept that what has passed for Peace throughout most of modern history has been a rosy mask concealing a malignancy.

We seem able to spot a "phony war" fast enough. What about "phony peace?"

We might start by admitting that Peace can indeed be a weapon. It is a weapon when it is just a state of mind which is an "alternative" to war —a cessation of violence. In such case Peace is a method, part of an arsenal, an instrument of war. It is a significant pause.

We tend to "safeguard" such Peace. Yet I submit that to safeguard Peace is to admit its peril.

Peace needs no safeguard when it needs no spokesmen.

Real Peace needs little vigil. I suggest that Peace has no lasting value, little merit, and hardly any utility, if it attracts any attention at all. I believe that real Peace is the freedom to be totally unconcerned about war.

Peace should encourage genuine freedom of action: freedom to be restless without fear; freedom to be adventurous, to take risks, to grow, to stir, to match wits with nature and with our fellow man; freedom, if you will, to become civilized.

Yet, there is a nameless terror in such freedom—and if we can define it, we may be on the trail of our tragic malignancy beneath the surface of Peace.

I think that Peace Corps Volunteers are able to confirm through first-hand experience what thoughtful men like Sidney Hook and Erich Fromm were able to perceive years ago: There is a fear of freedom. In the mobility which freedom suggests, there is also insecurity. Such insecurity takes its toll at every level of human existence —yet it strikes with greatest terror upon the poorest and least educated in any land.

Then does the Peace bear bitter fruit—when a mass of people find they have no options to better their life; nor any hope of security from their own government, while they learn enough of self-improvement to create new options; when a small, entrenched class clings to every advantage.

For people who cannot share abundance, Peace has no value, no utility. All the more readily will they support the little wars and bear the international crises which spur income at home, or at least take their minds off their troubles. All the more readily, moreover, will they listen to the man who has all the answers—the man with the system, all buttoned up and ready to go. If there be no utility in Peace, give me, pray, the security of "order." Call it any name you wish, including "freedom" if that's your style. In such times, words have little importance.

A Guarded Peace

The cause we serve is the cause of Peace. Yet there is a modern dilemma inherent in our service: We have grown up, you and I, believing that Peace is virtuous of itself, and because it is virtuous, it deserves guardians.

I suggest that Peace, in and of itself, is anything but virtuous. In this day and age, human progress demands the service of men and women who will lend virtue to Peace itself. Truly made virtuous, it will need less guardians. To such ends, we serve.

No better description of our work can be found than in the President's words. I commend them to the attention of every Volunteer now in service, to men and women thinking of Peace Corps service, and to every person and organization associated with us in the years ahead. The President said:

"You have known, too, that men who believe they can change their destinies, will change them.

"Armed with that belief, they will be willing—yes, eager—to make the sacrifices that freedom demands. They will be anxious to shoulder the responsibilities that are inseparably bound to freedom.

"They will be able to look beyond the four essential freedoms.

"To the freedom to learn, to master new skills, to acquaint themselves with the lore of man and nature.

"To the freedom to grow, to become the best that is within them to become, to cast off the yoke of discrimination and disease.

"To the freedom of hope, and to build on that hope lives of integrity and well-being."

Such has been the essence and object of Peace Corps service during the last five years.

A Pledge

I pledge here and now that it will continue to be so, for as long as I serve as director.

I may end up running a revolution. Successful Peace Corps Volunteers cannot help but teach that change is possible, and what is more, that change is not a fearsome unknown, but a responsibility to be shared and encouraged by the governments of lands in which they serve. They also spread the word that Peace invites adventure, mobility and self-expression.

In such work is true social revolution, and we shall be proud to share in it.

I say "we" shall be happy to share in it because if there is to be valuable social revolution, our Volunteers surely will have to have a hand in it. The staff will just have to try to keep up with them.

Volunteers have been out ahead of us from the beginning—and there is no reason to believe that the situation will change much.

The job is only just begun. The call is barely answered. The cause we serve is massive. The challenge will await us, for years to come.

I am honored to begin where Sargent Shriver leaves off. I pray that when, some day, the Peace Corps looks back upon its fruitful and exciting history, Shriver and Vaughn will just be two of a long line of serviceable people, learning more and more each year from a growing host of Volunteers.

This began as an anniversary puzzle: If the Peace Corps is five years young in 1966, what will it be in 1976? What new directions will or should it take in the coming decade? THE VOLUNTEER *posed the questions to the contributors listed on the right. The results, including proposals for a $25,000 re-adjustment allowance and moving the agency to Geneva under the direction of Saul Alinsky, are contained in this special 20-page section.*

PEACE CORPS: 1976

Hubert H. Humphrey
Vice President of the United States

Stanley A. Frankel
Corporation executive

Robert G. McGuire
Returned Peace Corps Volunteer

Douglas Henderson
Career diplomat

Chester Bowles
Ambassador to India

John Arango
Returned Peace Corps Volunteer

Richard L. Ottinger
United States Congressman

Martha E. Welsh
Returned Peace Corps Volunteer

Carlos Sanz de Santamaria
Chairman, Inter-American Committee on the Alliance for Progress

William J. Lederer
Author

Dr. James H. Robinson
Director, Operation Crossroads Africa

Assadollah Alam
Former Prime Minister of Iran

S. Edward Peal
Liberian Ambassador

Donald Scharfe
Returned Peace Corps Volunteer

The charming iconoclasts

By **VICE PRESIDENT HUBERT H. HUMPHREY**

The famous historian, Arnold Toynbee, has described ours as "the first generation since the dawn of history in which man dares to believe it practical to make the benefits of civilization available to the whole human race."

Ten thousand Peace Corps Volunteers in 46 countries dare to believe this, and they are matching their beliefs with their performance. Working and teaching, living and learning, they are to the maximum of their ability and strength sharing what our civilization has to offer. They are blind to religion, race, color, class and nationality.

These Volunteers are instruments for vast and revolutionary change—change not only in the human condition and in the training of manpower and the educating of minds, but change in the human spirit.

The Volunteer believes the individual can make a difference. While helping our friends overseas to better understand the goals and visions of our country, the Peace Corps Volunteer is also helping Americans at home to re-examine their own values and to measure up to the proud image of our nation that the Peace Corps exemplifies.

One of the grimmest problems we face in the world is that of population and food. We are advised that in the next 35 years the population of this planet will double—from three billion to six billion people. We are also told that food production will somewhat less than double, and that food production will grow the least in those nations where population will grow the most. The disparity between the rich and the poor nations will increase, and one of the basic causes for antagonism and bitterness in the world will be greatly intensified.

A recent White House Conference which studied this problem came up with this observation: "Scientists now believe that overcoming protein and vitamin deficiencies of young children would do more to reduce disease and eventually raise productivity than any other health measure that could be taken, and there is real hope that recent technological developments pointing the way to production of low cost, protein rich formulated foods could go a long way toward overcoming serious malnutrition."

The Peace Corps has already proved, on a pilot basis, that we can go into a *barrio* or village and make two ears of corn grow where one grew before; that we can double and triple the production of eggs and milk. You have proved these things, not by magic or by genius or even by the use of the most modern technological developments. Rather you have applied wisdom and will, and you have succeeded.

> 'You march to a distant drummer whose beat is measured not by the next election but by the next generation.'

Now we see these efforts translated into national policy. Earlier this year the President outlined a dramatic new Food for Freedom program. He proposed expanded food shipments to countries where food needs are growing and self-help efforts are under way; increased capital and technical assistance; elimination of the "surplus" concept in food aid; continued expansion of markets for American agricultural commodities; increasing emphasis on nutrition, especially for the young; and provision for adequate reserves of essential food commodities.

Now what you have been doing will be multiplied on a vast scale. The Peace Corps has been an invaluable catalyst in making possible programs and policies which will touch the hungry billions and not the symbolic few.

Certainly, we face many problems ahead. Toynbee also wrote that civilizations rise and fall as they respond to challenge. These problems are your challenge and mine. If we respond with vigor, with courage, and with wisdom we shall succeed, and what is more important—our nation will survive.

We are all aware of the practical problems involved for the Peace Corps.

You will have to do a bigger and better job of recruiting, which means raising incentives rather than standards. You may have to lean more heavily on non-Peace Corps civilian assistance, enlisting talent and manpower not on the Peace Corps payroll.

You have a National Advisory Council of 24 outstanding men and women who are leaders in their respective fields. How often do you ask them for some specific assistance? You could form outside groups of specialists—in the publication field—in broadcasting—in education—in industry—in the arts—in the sciences.

You may have to call on the Congress for more appropriations. You may ask me whether we can afford more money for your operations. I think we cannot afford not to provide larger appropriations. And if Secretary McNamara is right, your butter may make his guns less essential.

After all, who has a better right to national support than the Peace Corps? It is difficult, in surveying the vast panoply of governmental and private agencies with objectives similar to yours, to find one which has done so much, with so little, to such a high degree of universal acclaim. It is even more difficult to find one politician who has created a consensus as large and favorable as yours.

It is true you do not always do things in an orthodox way. Part of

your charm is your iconoclasm; the other part is a kind of pragmatism. You have the unanswerable response to your critics: "It works." You do not always conform. You march to a distant drummer whose beat is measured not by the next election but by the next generation.

I salute your distant drummer, and I would hope that his beat continues in the next five years—for you and for us—loud and clear. I encourage you to keep marching, for your victory is the victory of all mankind.

As a senator from Minnesota, Hubert H. Humphrey was an early proponent of a Peace Corps. He is now chairman of the Peace Corps National Advisory Council.

View of a one-eyed king

By **STANLEY A. FRANKEL**

Stanley A. Frankel is vice president of the Ogden Corporation in New York City and a member of the Peace Corps National Advisory Council. He was assistant publisher and vice president of McCall's Magazine, and the creator of the award-winning television show, "Adlai E. Stevenson Reports," from which the quotation at the conclusion of his article was drawn.

"In the land of the blind,
The one-eyed man is king."

I am the one-eyed king who is able to reign wisely over that vast majority of Americans whose blind admiration for Peace Corps Volunteers is generally based on thin, often hearsay, evidence.

In that kingdom, I am secure on my throne because, as a member of the Advisory Council, I have done my homework, read staff documents, interviewed Volunteers, sat in on informational meetings, listened to returnees, and once almost kept up with Sarge Shriver on a frenetic college recruiting campaign here in New York.

But, toss me at this publication, read by men and women—both two-eyed and clear—who are on the inside of the Peace Corps, and my sovereign right to be heard on agency matters quickly becomes unwarranted presumption. For, like most of the other members of the Advisory Council, I am an outsider, imposed on the Corps by a kindly President, and tolerated by the Vice President, the Director and his impressive staff with an incredible show of congeniality and grace. As a well-wisher wrote me on learning of my appointment: "The Peace Corps needs another adviser like they need another Sukarno."

With that sincere disclaimer somewhat assuaging my guilt, I am ready to accept the editor's invitation to speak out.

In our nation and our world, two opposing forces are engaged in a death struggle: it is the open mind against the closed mind. This is a battle which cuts across countries, political parties, religious factions, racial groups and geographical regions; and no nation, religion, party or region has a monopoly on either force. The struggle goes on in Russia as in America; it divides the Republican Party as well as the Democratic Party; it splits Protestants as well as Catholics.

The Closed Minders are most characterized by their resistance to change. They develop fantasy defenses and rationalized alibis against even small improvements. They oppose all new ideas, for if a George III or a Czar Nicholas were uncomfortable with a proposition, so are they.

The Closed Minders actually get very nervous when confronted with a new idea; they blanch at progress. They spin around themselves a cocoon of fear and habit—the fear that change may somehow take something from them which they presently possess—and the habit of doing things the same old way because habitual response requires no creative thought, only automatic, mindless reflex.

Comfort or Hives

The old ways give them comfort, and the new ways give them hives.

In short, the Closed Minders say "No" to life. Uncompromising. Unequivocal. Unbending. No. The Open Minders, on the other hand, say "Yes"—to life, to change, to experimentation. They believe that a mind is like a parachute: it functions best when open. The Open Mind is the province of youth and those who think young. It is the society of vigor, of challenge, of moving ahead. "Yes" is its answer to the most profound and difficult problems because "yes" is a commitment to move ahead, to think hard, and to work even harder.

The Open Mind proclaims that all things are possible, and this formula of part reason and part faith leads to inquiry, search and sometimes to new solutions. The Open Mind cannot guarantee complete success or even small achievement; it can only insure that a gung-ho try will be made, and its failures are often as glorious as its successes.

The Open Mind would rather light the candle than curse the darkness; the Closed Mind reserves its choicest epithets for those who let in even the smallest light. There are those who say that the world is in a race between education and catastrophe. This assumes, and I think falsely, a direct correlation between education and wisdom. I fear that this same open mind vs. closed mind battle goes on in the ranks of the educated, for I have met many over-educated boobs and many undereducated wise men. The race, I feel, is really between the open mind and catastrophe.

Even with my one, often bloodshot

eye, I can see that the idea of the Peace Corps and its wondrous implementation by the thousands of Volunteers and staffers, are impressive examples of the open mind in action. It is, as Sarge Shriver wrote in his recent book, truly the Point of the Lance in this struggle for the minds and hearts of men.

'I am impatient with any symptom of creeping close-mindedness in the Peace Corps.'

But I was asked to comment on the future role of the Peace Corps, not to indulge in flattery which, according to Bacon, is a dog that fawns when he bites. What about the future?

What I do not think you yet realize is your own power and your own strength. I would guess that you are only dimly aware of your influence —where you live, work, teach and study. You Volunteers, staffers, returnees and future Volunteers are now at the onset of a massive, worldwide revolutionary idea whose time has come, the idea that every last one of the three billion world population has a right to live with dignity and respect. You handful have done more to open up more minds to this idea than all of the fine boys in uniform, all the men and women in legislative halls, all the captains of industry, the educators, the writers, the broadcasters.

And remember, this is only the beginning.

Just as you do not know your own strength, I am afraid you do not know your own enemies. Those enemies are temporarily silent now for the Peace Corps is popular and the Closed Mind would rather challenge a new, untried idea than a popular one.

Enemies Emerge

But when a Volunteer returns home prematurely the enemies are there with an "I told you so," and when a Volunteer is killed overseas they arise with a "Never should have been over there in the first place." They are there in a bureaucracy which cautions "Go slow," and they are there in the invitations you have not received.

This race for survival is not only to the swift, it is equally to the many; and your numbers must grow in almost geometric progression if the open mind is to win. There is a one-word answer to the question: what should we do about the Peace Corps in the years ahead, and that word is: MORE.

That is why, out of my own small knowledge of the Peace Corps, I am impatient with any even infinitesimal symptom of creeping close-mindedness in the Corps.

I have an uneasy feeling that a number of Peace Corps policies have outlived their effectiveness after five valuable years, and the unbending, eternal commitment to these policies will inhibit the rapid and necessary growth of the Corps.

For instance, I am bothered by the "complete sacrifice" theory of Volunteers. I applaud the policy of not accepting any more money than that earned by the local population, and that of living with nationals at their economic and social level. Those are intelligent sacrifices which are critical to your role. But I do not think the small amount of money deposited in your name in this country is sufficient.

I think that salary should be doubled, or tripled, or more. The present policy discriminates against that 30-year-old mechanic whose skills you can use but who has indigent parents to take care of or a younger brother he is seeing through college. What's wrong with removing for him and for thousands of his well-motivated counterparts the financial obstacles which now make it literally impossible for them to share your psychic income?

'I have a feeling that a number of Peace Corps policies have outlived their effectiveness.'

I applaud the firm conviction of your management that the Peace Corps should not be a haven for draft dodgers, but I do not understand why Peace Corps time cannot in some way be credited to military requirements. It is inordinately difficult for the male undergraduate to opt for Peace Corps service knowing that immediately upon completion of service he faces two more years in the Army. In its blind determination to escape the draft-dodge stigma, the Peace Corps will lose thousands of talented and highly motivated male college graduates. Is there no possibility of honest compromise, of earned, offset time? There should be a middle ground and the Peace Corps should actively search it out and make it viable.

I understand that the Peace Corps is reluctant to ask business employers to hold open jobs for returnees and to award promotion and seniority to those who have done their stint. Such a concession could result in business-oriented youngsters exploiting the Peace Corps to make points toward business advancement, and that is not the proper motivation for my kind of Volunteer.

But, conversely, I cannot understand why Peace Corps service is not automatically accepted nationwide toward teaching credits and to state teacher certification. I believe that the motivations of a Peace Corps Volunteer and a teacher are closely akin, and the man or woman who has taught English to Nigerians or chemistry to Indians, for my money, has proved in the world's most demanding classroom his or her ability to relate to youngsters.

Too Much Turnover

I concede that a normal turnover of staffers is healthy, because the Peace Corps, like any growing organization, needs the constant infusion of new ideas and personnel. The turnover is an antidote for atrophy and helps keep minds fresh and open. But I do not buy the inflexible five-year in-up-and-out rule whereby all five-year veterans are "pasturized" regardless of what some may yet have to contribute.

Certain staffers may have completed their useful service at the end of one or two years; why freeze them at five, which is usually the practical effect of such regulations? On the other hand, the sixth, seventh and eighth year of a man's work may well be his most productive, and both he and the Corps are being cheated out of a maximum return on the taxpayer's investment by forcing him out when he has just begun to contribute his best and most sharply honed talents.

I think any hard and fast rule of this kind without taking into consideration individual merit or demerit is at best unwise and at worst immoral. Such mindless, Pavlovian dogma quickly becomes an easy substitute for administrative genius and courage. If the Peace Corps fears internal stagnation —and it should—then the answer is not a five-year rule or a seven-year rule or a three-year rule. The answer is fearless leadership which, of all the organizations I have ever known, the

Peace Corps has in palpable abundance.

You may have valid reasons for unflinching devotion to the principles I question, but if my objections suggest a lack of knowledge, I think they also reflect no lack of deep faith in your work. I defer, in all humility to you thousands of insiders in your understanding of what makes your project tick, but I take a back seat to none in my belief in the great contributions you have made, and will make, to our nation and our world.

In a way, when I think about the Peace Corps, which I do, long and often, I hear echoes of a conversation I had with Adlai Stevenson during a Christmas week television program in 1962 when he remarked:

> "It might be a good idea
> during this Christmas season
> to remind ourselves
> about the nature of men . . .
> and Man.
>
> Men are sometimes cruel,
> but Man is kind.
> Men are sometimes greedy
> but Man is generous.
> Men are mortal, but Man is
> immortal.
> And I believe along with Faulkner
> that Man will do more than
> survive,
> he will prevail."

I know that the Peace Corps, too, will not only survive; it will prevail.

The rice must reach the people

By **ROBERT G. McGUIRE III**

Robert G. (Mick) McGuire was a Volunteer teacher at Rajshahi University, East Pakistan, from 1961 to 1963, and he was subsequently an evaluator for the Peace Corps. He is now studying for a doctorate in International Relations at Columbia University.

What will the Peace Corps be in 1976? The destiny of the Peace Corps is tied to the forces at work in the world. Therefore, to insure our relevance to development, which is one of the major forces of our era, we must try year by year to maintain an acute sensitivity to the economic, political and social forces in the developing nations.

My own bias is that the Peace Corps must justify itself solely in terms of its contribution to development of the non-Western world. Out of the task of development can flow certain important by-products — friendship and understanding between human beings of different cultures and the personal enrichment of those Americans who serve.

The By-products

Before we get into a discussion of what I call the main task, let's look at the by-products and how they will have affected America by 1976.

By that time many thousands of Volunteers will have returned home to begin or to resume their careers. I am not as optimistic as many people around the Peace Corps who feel that the returned Volunteers will have a profound and widespread influence on America. My lack of optimism stems from two beliefs:

- All Volunteers do not return with the charisma often ascribed to them, and only a quarter of all Peace Corps Volunteers gain the maximum wisdom, tough idealism, sensitivity and dynamism which the overseas experience can provide.
- The pressures sucking the individual into the stream of American life and molding him into a pattern are extremely strong.

A few former Peace Corps Volunteers, having had bitter experiences, will try to forget the whole thing. Others, complacent, having led passive lives overseas and patting themselves on the back for surviving, will return to the same mediocrity they left—basking in the glow of having done something—once.

Some of the 25 per cent who got the maximum benefit from their two years will always feel out of place. Others of them will work themselves into responsible positions, sublimating their deepest inner feelings until they are at the top—and never really know who is out of step. Still others will plug away at jobs which are usually unrecognized and unrewarded by our society. All of these people will make their small but important imprint.

The fact that thousands of Americans have served in the Peace Corps is good for the country, but the effect of the Peace Corps on American society will neither be spectacular nor will it be as pervasive as many think.

It is much harder to gauge the effect of the Peace Corps on international understanding. Hundreds of thousands of foreigners will have seen Peace Corps Volunteers. Some of these foreigners will have decided that Americans are clannish, disrespectful, immoral or not serious. Others will have seen serious, interested, competent, intelligent, sensitive friends who happen to be Americans. But unfortunately, personal friendships do not determine international relations.

The Main Task

The fact that America is a superpower which gives food to the hungry and protection to the weak, throws money to those eager to use it, or interferes in internal politics when it sees fit, combined with the perceived interests of a given foreign country, will determine the policy and propaganda of that foreign government. Although Peace Corps Volunteers can accomplish little without making friends, they must do much more than that in order to serve the real national interests of the host countries.

This brings us to the main task again. To live up to our very weighty responsibilities to the countries which

have asked us to help, we must concentrate our efforts on helping to solve the social, economic and political problems of development. No government or agency has yet come close to solutions. Other dispensers of aid have learned that the supplying of money, food or machines alone does not solve even the economic problems. Tons of rice given to starving Indians cannot be delivered efficiently; money does not reach people for whom it is intended; machines are misused or fall apart because of lack of care; teachers bring facts which are not absorbed into the lives of the people they teach.

Bridging the Gap

The key to the problem lies in finding out why the mere presentation or introduction of skills and goods has not achieved the desired results. This is a problem of human communication and human organization. Because the Peace Corps has already addressed itself to the masses, our unique contribution can be made in bridging the gap between technical and human development.

This means that we must program teaching jobs and select and train Volunteer teachers who can make education relevant to the student's life outside the school. If a teacher cannot do this he is not attacking the basic problem of development. If a Peace Corps Volunteer construction worker does not instill in the people an ability to articulate their need for a bridge and the confidence to use their own resources to build a good one themselves, he has not solved the basic problem. If the Peace Corps concentrates its efforts in a particular country on an educational system which produces unemployable clerks when the country desperately needs to motivate its people to increase agricultural production, the agency minimizes or retards its effect on development.

We have programmed some jobs that go to the heart of the problem, but not nearly enough of them. Many of our Peace Corps Volunteers, who join the Peace Corps because it is the safe, middle-class thing to do after college, do not have the interest or skills to dig deeply into the human problem. Most of our training institutions, accustomed to the presentation of static academic information, are unable to train Volunteers to solve the problems of human development. Overseas staff, too burdened with everyday problems, have not been able to study in depth the needs of the host countries. And Peace Corps headquarters has not provided a unified, coherent philosophy of operation.

No Time To Be Cocky

In the past five years we have done an amazing job—for amateurs—and we are becoming more professional (and I hope not more bureaucratic and less experimental).

But this is not the time to be cocky. During the next ten years we must give much more thought to: the kinds of Volunteers we are getting (and the right kind may not number 10,000 a year); where we are allocating our scarce resources; how each job directly contributes to development; and what the *long-range* political, social and economic effect of our presence will be on the masses in each country. In 1976 the host countries will want to know what we have done for *them*, not for American youth or international understanding. They should not have to ask us.

A 24-hour-a-day opportunity

By **DOUGLAS HENDERSON**

Two basic philosophies dominate man's thinking in the world as it is presently constituted. The first holds that man's environment is so hostile and his relationship to it so uncertain that he must not upset the established order of things and, in addition, had better placate whatever gods might exist by appropriate sacrifice. The other philosophy holds that man, with God's help, and by his own efforts, is able to change and even to dominate his own environment.

I believe that it is the mission of the Peace Corps Volunteers to demonstrate the latter philosophy by every activity in which they engage. If they encounter a difficult situation and ask for outside help to resolve it, they have only taught their local associates to throw their burdens on someone else. If they allow themselves to be overcome by their environment, they have confirmed in the people whom they are trying to help their convictions about the hostility of their environment. If they are unable to generate practical solutions to everyday problems, they will have failed in their mission.

On the other hand, if they insist on and demonstrate in their action that man does not have to live like an animal, they will have done their job. If they show courage in the face of problems and apply their own solutions in practical ways, we can be proud of them.

It is a characteristic of the populations of "emerging nations" that they lack confidence in their own ability to change their environment. It is up to us to instill such conviction. The Peace Corps Volunteer has a 24-hour-a-day opportunity to do this. I am keenly aware of the frustrations which this mission entails. I can only say that the successful Volunteer is the one who has learned to live with his frustrations.

If I had not seen, over the past three years, many examples of Volunteers who had grasped the implications of their mission as I have described it and who have learned to live with their frustrations, I would be the first to say that the task is peculiarly difficult and perhaps impossible. But I am convinced that the Peace Corps can carry out this mission and, if our international programs of assistance are to be successful, the Peace Corps must carry out this mission.

Douglas Henderson has been a career foreign service officer for 24 years. He has been United States Ambassador to Bolivia since 1963.

Wanted: professional technicians as amateur Volunteers

By **CHESTER BOWLES**

Chester Bowles has been a government official, businessman, congressman, professor and diplomat. He is a former Under Secretary of State and is now serving for the second time as United States Ambassador to India. His latest book is The Conscience of a Liberal.

In the perspective of history, the Peace Corps with the Marshall Plan and our much maligned AID program is likely to emerge as one of the boldest and most imaginative international concepts of our era.

In some two score nations in Asia, Africa and Latin America, I have watched the Peace Corps in action and it has been a reassuring and exciting experience. Here in India, where there will soon be more than 1,000 Peace Corps Volunteers, the Peace Corps program is one of our proudest achievements. Yet I believe that this great concept may soon arrive at an important crossroads.

For nearly five years the Peace Corps has been hailed nostalgically by representatives of the older generation, with an uneasy glance at their own paunchy middles, as a dynamic demonstration of the dedication and competence of American youth.

"Why, our boys and girls," they proudly assert, "go right into the poorest villages, learn the most impossible native dialects, eat the strangest foods and then show the local people how to read and write, raise poultry, and all that sort of thing."

Such compliments for the Peace Corps' extraordinary record of down-to-earth service, however patronizing to the host nations, are richly deserved. But as the current glamour fades, increasingly searching questions will be in order such as "How well do they actually teach school?"; "What happens to the poultry program after the Volunteers go home?"; "In two years, can young Americans really make a difference in tradition-bound villages?"

In the best Peace Corps operations such as the one here in India, the answers to such questions would already be largely affirmative. Young men, many of them from our cities, with only three months of Peace Corps training, have helped Indians establish more than 1,000 poultry operations which by and large are now remarkably well-run. Others have started feed and marketing cooperatives which are now being ably carried on by Indians.

> 'Wholly new organizational concepts may be in order.'

Girls, a year or so out of college and with little or no teaching experience, are doing outstanding work in health-nutrition programs in the primary teacher training schools of southern India; the regular teachers at these institutes are being trained to carry on the work when the Volunteers leave.

Other examples can be cited almost without end: one Volunteer encouraged villagers to start more than 100 vegetable gardens in his first month on the job. Two Volunteers developed a workshop for teaching science instructors how to make and use simple but effective laboratory equipment; the education department now plans to set up such workshops all over the state.

Volunteers have helped to build and install hundreds of improved water-lifting devices for irrigation in the Uttar Pradesh. Others have helped small businessmen to turn losses into profits by designing simple machinery, setting up bookkeeping systems, reorganizing shops for more efficient production.

However, in the years ahead the Peace Corps will undoubtedly be judged less and less by its already demonstrated ability to recruit and train dedicated American young people cheerfully to live and work in far away places, and more and more by its already impressive record of actual *accomplishment* in behalf of the under-privileged people whom it seeks to serve.

As the emphasis shifts from the more glamorous aspects of Peace Corps life with its demonstrated value for the American Volunteers to the quality and impact of the Peace Corps service, wholly new organizational concepts may be in order, concepts that maintain the integrity of the present operation while further raising the standards of performance.

The most obvious way to move toward this objective is to select experienced professionals in those fields in which the Peace Corps is concentrating and to place each of them alongside, say, 20-year-old to 30-year-old Volunteers, in positions where their technical skills can have a multiplier effect.

Here in India, for instance, the Peace Corps might recruit more experienced "master teachers" from the

United States to work alongside Indian educators and less trained Volunteers in a follow-up program for the widespread summer science institutes which aim at upgrading the teaching of math and science in India. Within three to five years these summer institutes would reach nearly all of the math and science teachers in India's secondary schools.

Higher level, experienced technicians could then work with state government officials, with Indian teachers in training, and Peace Corps Volunteers working in health, community development or nutrition to reinforce Peace Corps' present grassroots effort to improve diets in many parts of rural India.

> For technicians: a $25,000 readjustment allowance.

In numerous fields, Americans of established experience and skill could add immeasureably to the already significant impact of the Peace Corps: engineers in rural public works, doctors in public health, agricultural specialists to support and guide Peace Corps Volunteers in poultry development and extension work.

The introduction of these higher level technicians has been resisted by Peace Corps leaders for what I believe to be an excellent reason, i.e., right now the Peace Corps has a reputation for down-to-earth living and service. What happens to this hard-won image when well-paid middleaged "experts" suddenly appear on the scene riding in plush cars, living in plush houses, and in other ways cut off from the humble people whom the Peace Corps serves?

I have recently had several conversations which may suggest a way to meet these objections and at the same time gain the advantage of higher skills, experience and Peace Corps Volunteer performance. These exchanges were with relatively young, able professionals in a variety of fields who were anxious to join the Peace Corps, but who have been inhibited because of their growing families and such mundane problems as mortgages, insurance payments and the need to save for their children's education.

To these frustrated individuals, I put a simple question: "Suppose the Peace Corps came to you and said, 'We want you to go to India with your family where your experiences as (let us say a poultry expert) would be put to work advising local government officials and assisting young Peace Corps Volunteers who have had limited training. You will be provided with a jeep and a simple house in a small town. Your monthly pay and food allowances will be the same as the Volunteers', with a small adjustment for your wife and children.

'However, here's the good news: when you return to the United States at the end of three years of service, you will find $25,000 in your bank account. (The cost of putting one AID technician and his family in the field for a two-year tour is $55,000.) If you prefer, we will take care of your mortgage and insurance payments and you can bank the remainder. This plan will take care of your continuing expenses and allow you and your wife to participate in a great adventure. How about it?'

So far the response to my hypothetical proposition has been an enthusiastic 100 per cent affirmative.

If the Peace Corps by some such recruiting device can further raise its professional standards without losing the crucially important down-to-earth grassroots quality that has already carried it so far, it may earn for itself an even more important role in our overseas development effort.

Indeed, an approach of this kind could enable the Peace Corps to take over much of the present technical assistance now being handled by AID, leaving specialized, high-level short-term AID consultants to concentrate on important policy problems.

India hereby volunteers for the role of guinea pig.

A new self-image for

from a mirrored look at

By **JOHN ARANGO**

The character of the Peace Corps is determined by a variety of influences —most importantly by the actions and ideas of the "insiders," the Volunteers and staff; less importantly by those of the "outsiders"—university trainers and consultants and the public at large.

A great deal of attention has been devoted in the past to the "external image" of the Peace Corps—the attempt by the insiders to explain themselves to the public in a way which will benefit the agency. Less attention has been paid to the "self-image" of the Peace Corps—the ideas which the insiders have of themselves and of the agency; this is unfortunate, since the Peace Corps self-image has been, and will continue to be, an important factor in determining Peace Corps policy.

Certainly one problem in discussing the Peace Corps self-image is that it is rarely articulated, and probably never shared by all Volunteers and staff. It might, therefore, be helpful to describe some of the changes in the self-image in the recent past before beginning a discussion of some possible changes in the future.

The earliest images, which were the result of the imagination of the Task Force, lasted only until contact with the first training groups. There followed a period of several months of virtually no image at all, a period of almost scientific self-scrutiny, during which image building was held off until more information was available.

Volunteers during this time felt as if they were everyone's guinea pigs, and to a large extent they were, but at the same time they enjoyed unparalleled freedom of action. A Volunteer could do almost anything provided he did not violate the minimal rules which were half-heartedly imposed by the staff. As one staff member said at the time, "The only rule is, don't get in the newspapers."

John Arango is the director of the Center sity of New Mexico, and has assisted in ce He was a Volunteer in rural commu de

the future

the past

By the end of the first year, enough information was available to permit the building of a self-image, or rather self-images, since one of the first things that was learned was that the Peace Corps was not the same in each region.

For Latin America, the first images of Volunteers were mainly concerned with the relationship of the Volunteer and the people in his community. The Volunteer was essentially a free agent, minimally affected by the host country agency to which he was assigned, but heavily influenced by his living conditions, "culture shock," and periodic depressions, elations and melancholies.

For Africa, the image was that of a Volunteer working—the essence of the Volunteer experience was contact with students within the rather narrowly defined limits of the school system. Other regions had their own images, which differed from those of Africa and Latin America.

One problem with most of the early Peace Corps self-images was that they were a mixture of both real experience and idealizing about that experience; a further problem was that the proportion of the real and the ideal in the self-image was usually unknown.

Thus, in Latin America, the self-image of acceptance was mostly ideal; very few Volunteers really were fully accepted by their communities. As time passed, Volunteers and staff became aware that there was a gap between the self-image and the Volunteers' performance. This led to a series of policies designed to bring reality in line with expectations. Jeeps, which tended to separate the Volunteer from his community, were outlawed; living allowances were adjusted downward; teachers were told to live in slums, and rural Volunteers were discouraged from traveling to the urban centers.

The attempts to change the field situation met opposition from several sides. One group charged that the Peace Corps was becoming bureaucratic, inflexible, insensitive to the individual Volunteer, etc. Another group felt that the policies affected only the most superficial aspects of the Volunteer's life in the community, and that more fundamental changes, particularly in selection, were needed. The criticisms of these groups modified to some extent the actions being taken, but the self-image remained largely unchallenged until recently.

Work vs. Role

Lately, the original self-images have been increasingly under attack as misrepresenting the real nature of the Volunteer's experience. Curiously, there has been almost a direct switch of the images of Latin America and Africa—Latin America is now concerned mainly with the Volunteer's work, while Africa is interested in the Volunteer's larger role in the community.

These changes in the thinking about the Peace Corps self-images provide a key to the future; in order, however to avoid complete embarrassment in future rereading of these remarks, I shall confine my predictions to Latin America, which is the only region I know well.

The new self-image in Latin America will be that of the Volunteer as a social engineer. The Volunteer will be seen as performing a job, but performing it in a special way. He will be asked to accept certain explanations of the nature of the culture in which he is working (much as the engineer accepts the findings of pure science), to creatively apply a variety of proven techniques to his local situation (much as the engineer applies bridge-building theory to his particular bridge), and to develop and systematize new techniques (rather than to do anthropological research, which will become the duty of consulting scientists).

'Volunteer experience will obviously be different, but not less exciting.'

A good many changes will be made in the Peace Corps as a result of the new self-image. The two divisions most concerned with the Volunteer job—University Relations and Training and the Office of Planning and Programming—will be drawn much more closely together.

In place of an approach to community development based on the particular system favored at the training institution, as modified by the current—good or bad—ideas of the field staff, there will be a Peace Corps approach which will be common to university, Volunteer and staff.

Some changes in selection and training of both Volunteers and staff will be needed in order to attract the kind of person who will be sympathetic to working in a more structured situation, yet at the same time willing to experiment within the boundaries of the system. The Volunteer experience will obviously be different, but not less exciting—there will be a sense of making progress towards finding techniques which really work, as well as satisfaction of being able to demonstrate accomplishment of program goals.

More Efficiency

The movement to increase the efficiency of the Volunteer will be reinforced by the community action movement in the United States. Programs will be developed in the slums and depressed rural areas which can be modified to fit the situation overseas. Beginning several years from now, there will be a substantial number of applicants whose whole life has been changed by the community action process in their neighborhood. While it will be difficult to attract this group to the Peace Corps, the effort will be worthwhile, since the goals and activities which now must be taught during training will be second nature to these Volunteers.

The recent ruling limiting the length of service of staff members is to some extent incompatible with raising the technical efficiency of the Volunteer, since the staff will have to be at least as knowledgeable as the Volunteers. One possible solution will be the creation of a permanent consulting group for each of the major job areas of the Peace Corps, which would supply technical support within the policy framework laid down by the more transient staff.

As the Peace Corps becomes a more efficient tool, more attention will be focused on the uses of the tool. Probably the first change will be in the

for Community Action Services at the Univer- Co training programs for Latin America. ve ent in Colombia from 1961 to 1963.

direction of programming and evaluating whole groups of Volunteers, rather than individual Volunteers.

This will result in a slightly changed self-image, that of the Peace Corps as a coordinated group of social engineers (much like the recent change in the image of the scientist—from individual in his laboratory to team member).

As the uses of groups of Volunteers become known, critical policy questions will be raised. As long as the Peace Corps is seen as a collection of individual Volunteers working in isolation, there is little need for any policy concerning the long run uses of Volunteers, but as the Peace Corps, and more importantly, as host country agencies, begin to learn to exploit the combined power of a group of technically skilled Volunteers, policies regarding the uses of Volunteers will be absolutely necessary.

I would guess that by 1976, the ability of the Peace Corps to substantially change the social structure of a country, or to make a difference in the ability of a government program to reach any group in the society, will be starkly apparent. The Peace Corps will be beginning anew—the old self-image will again be replaced by a question—What is the use of the Peace Corps? It may be a little premature to start considering the question now, but it should be noted that the Peace Corps has always reserved a special, if not particularly comfortable, place for prophets in the wildnerness.

Hey, Peace Corps! Take the lead

By **CONGRESSMAN RICHARD L. OTTINGER**

The Peace Corps won't exist at 15 unless it starts to take advantage of its unique contributions to our relations with the developing countries.

At five, the Peace Corps is at a crossroads. Under Sargent Shriver's brilliant leadership it has established itself dramatically over the skepticism of all the "experts." It has received unbelievable acclaim from the complete spectrum of our society, from its most conservative to its most liberal elements. It is hailed in all the countries where it works.

But it seems to be running out of steam. The exciting innovations of yesterday are becoming today's routine. No new innovations are forthcoming. It soon will be swallowed up whole by the Agency for International Development (AID) if it doesn't rejuvenate itself, step out again into the lead, and demonstrate its ability to capitalize on its excellent and sound approaches. It is in danger of becoming just another string to the bow of our often dull and self-defeating foreign assistance endeavors.

Degeneration of the Peace Corps would be tragic. It has demonstrated success in working effectively with developing countries where all other approaches have to a greater or lesser extent failed.

The Peace Corps is working in what I consider to be the areas of the world most important to the future of the United States. The great potential in the world economically and politically lies with the hundreds of millions of people in the underdeveloped countries. While the people of the United States are approaching the saturation point in the amount of material goods they can absorb by way of automobiles, washing machines, television sets and even recreational equipment like boats, golf clubs and skis, the people of the underdeveloped countries still lack the basic necessities of life in terms of food, clothing, cooking utensils, basic medicines and the like. The great markets of the future, the great power of the future, lie with these people who constitute the vast majority of the world's population.

> The Peace Corps 'seems to be running out of steam. The exciting innovations of yesterday are becoming routine.'

Sargent Shriver saw the Peace Corps' potential and set it off to a spectacular start. Our former Deputy Director, Bill Moyers, now a principal assistant to the President, sees its potential. Imagine, from the pinnacle represented by the job he now holds, he describes the job of Peace Corps Director as the "Everest" of his own ambitions. I feel the same way. I am sure that Jack Vaughn, my wonderful boss in the Latin American division and our new Director, appreciates its potential. He has quite a challenge before him.

What is the unique contribution of the Peace Corps that has excited the world and proved to be such an unprecedented success?

The Peace Corps has proved the efficacy of recruiting and utilizing what we call "generalists" without a high level of technical expertise in dealing with primitive societies. It has shown that you don't need a renowned technician to deal effectively in a slum or rural peasant community with the problems of infant care, feces disposal, teaching the significance of pure water, doing basic construction, forming a community's first cooperative endeavors, teaching literacy or other basic subjects. While there is some complaint heard that we aren't satisfying the technical needs of these countries, and indeed I recently read with anguish an article to that effect by an ex- Volunteer couple in *The Saturday Evening Post*, these complaints are misguided.

A highly trained technician in these situations has a great excess of knowledge beyond that which a primitive community can absorb. He loses patience. He is wasted as a "doer." These

technical assistance views reflect the impatience and superiority complex of too much State Department and AID thinking. In dealing with a primitive society, a generalist properly prepared in training can make a remarkable contribution.

The Peace Corps has demonstrated the efficacy of training its people before they are sent overseas. It has shown the value of taking time out to teach communications ability, without which the greatest expertise goes for naught. It has shown the importance to the success of our endeavors of knowing the culture and customs of a country.

Building Upward

Overseas, the Peace Corps has demonstrated the validity of building from the bottom up rather than from the top down. This is the way historically nearly all development has taken place. Development doesn't derive from generosity at the top but from the clamor of the masses. While AID too frequently has been building vast bureaucracies that absorb, waste and steal our foreign aid dollars and seldom make an impact on the millions who will determine the future of the underdeveloped countries, the Peace Corps has been plowing at the grass roots where elections are won. Its work receives indelible U. S. identification, too.

The Peace Corps has shown the value of coming to a foreign community as an equal rather than as an adviser. It has shown the value of living in the community where our people work, receiving comparable compensation, living at a comparable level. The reception accorded the Peace Corps in countries where it is popular to despise the United States and its policies bespeaks the efficacy of this approach.

The Peace Corps has shown the value of separating development assistance from political goals. That we were able to stay in the Dominican Republic and Panama and other disrupted countries, untouched by severe international crises, proves the efficacy of this concept. While our AID programs too often are designed for the short term political purposes of shoring up unpopular governments which do nothing for their people, persuading these governments to say nice things about us or buying their votes in the United Nations, the Peace Corps is with the people who count on an apolitical basis.

The Peace Corps has demonstrated the success potential of community development techniques, of helping people to help themselves rather than doing things for them, of working through their agencies and doing what they want to do under their direction rather than substituting our goals for theirs. While AID too often identifies us with the unhappy status quo, the Peace Corps is involved directly with the revolutions of rising expectations.

'To succeed, the Peace Corps must expand.'

When I started with the Peace Corps, all the above propositions were but theories which we as founders thought would work. Today these theories are demonstrated as truths and we know they work.

Why, then, haven't these Peace Corps-demonstrated truths taken root and spread to dominate our foreign assistance endeavors as they should have? I think it's because we've become satisfied with them and smugly savored our gratification with them instead of carrying them forward.

The time is now. If the Peace Corps doesn't resume its innovating boldness, it will lose its excellent staff. It will lose its ability to attract the cream of our country as Volunteers. It will then lose its appeal abroad and will become just another aspect of our technical assistance program, but at a slightly lower level of competence.

Size Limits

The chief limitation of the Peace Corps is size. You could put the whole of our present 11,000 Volunteers in India, for example, spreading them out through its thousands of villages and its vast city slums, and you'd hardly know the Peace Corps was there. And you'd still be ignoring the largest segment of the underdeveloped world. To succeed, the Peace Corps must expand.

These are a few recommendations:

- The Peace Corps should espouse universal national service for all young people after they finish their education, Peace Corps service to be an alternative to military service where a person so desires and it is determined that this is the way in which he can best serve his country.
- The Peace Corps should take in married couples with children where both spouses want to work as Volunteers. There are plenty of jobs for such couples where it would be safe and as practicable to care for the children as in working-mother situations here in the United States.
- The Peace Corps should attract junior executives from business. The future of U.S. business being, as I have previously hypothesized, in the developing nations, these businesses have a tremendous interest in giving their people knowledge in depth of the countries in which the Peace Corps works and of the ordinary people there as only the Peace Corps can give it to them.
- The Peace Corps should make a real effort, far beyond that in the past, to attract skilled and unskilled labor. Fancy vocabulary-requiring tests should be dropped for these people and more imaginative training programs devised. If I am right that our business will vastly expand its foreign operations in these countries, what better way to prepare the disadvantaged youths now in Job Corps camps and the Neighborhood Youth Corps for future careers!

Peace Corps 'will be swallowed up whole by AID if it doesn't rejuvenate itself.'

- The Peace Corps should make the move now to capitalize on its successes. It should stride out and assume the dominant place it deserves in our foreign assistance endeavors. It has proven that its methods are superior and its results excel. It attracts as strong Congressional approbation as State and AID programs attract criticism.

You have nothing to fear but fear itself, Peace Corps. Step out and dominate the foreign assistance scene at age 15. If you don't, it will be a gigantic loss to this country and to the world.

Representative Richard L. Ottinger is well acquainted with the Peace Corps. He was director of programs for the West Coast of South America from 1961 to 1964, when he left to conduct a successful campaign for a congressional seat from the 25th District of New York.

Peace Corps and the Alliance: a new spirit of idealism

By
CARLOS SANZ DE SANTAMARIA

Although I am not an expert on the inner workings of the Peace Corps, I do have some rather clear impressions, gained in my own country and in my travels in other countries of Latin America, about the idealism, the enthusiasm and the ingenuity of its Volunteers. And because the aims of the Peace Corps are fully in harmony with those of the Alliance for Progress, about which I do have some knowledge, I am pleased to respond to the invitation of the editors of THE VOLUNTEER to offer some opinions about the future of both.

I recall vividly the contrasting waves of enthusiasm and skepticism that followed President Kennedy's proposal for an Alliance . . . "a vast, cooperative effort, unparalleled in magnitude and nobility of purpose, to satisfy the basic needs of the American people for homes, work and land, health and schools. . . ." Both kinds of reactions, I understand, greeted his proposal for the creation of the Peace Corps. I consider it significant, therefore, that the Peace Corps and the Alliance have both survived long enough to observe their fifth anniversaries and that both have emerged from partial evaluations with basically good marks.

The recent report of the Cornell University scientists on Peace Corps efforts in community development in the Peruvian Andes showed, among other things, that communities with Volunteers carried out specific kinds of development projects more rapidly than communities without Volunteers, that Volunteers are more successful when they work with local institutions than when they work completely on their own, and that they often leave behind them techniques and knowledge of continuing usefulness.

The Cornell study is candid and constructive in appraising shortcomings. I am pleased to learn that the Peace Corps has intensified its language training programs as a result of the findings of the Cornell study, because my impression is that, while most young people can learn the rudiments of another language quite rapidly, real communication, which is so essential in development, especially when it may require people to try something they have never tried before, is much more difficult in attainment.

On the other hand, there is also the impact of new experience on the Volunteer. By learning another language, by coming to know personally the difficulties inherent in development in our time, and the hopes and needs of people in their own environment, young men and women not only gain valuable experience but develop new facets of personality.

'We are beginning to Generation . . . that has motivated

The impact of this experience on the Volunteer may be difficult to measure but it must surely contribute—in spite of the frustrations they suffer—to the deepening of understanding and this, in turn, can stimulate new creativeness in the work of development, and enrich their capacity to serve their societies when they return to their homes.

While a searching evaluation of the first five years of the Alliance is to be made by the Inter-American Economic and Social Council at a meeting in Buenos Aires this month, the conclusions of the Second Special Inter-American Conference at Rio de Janeiro last November constitute for this vast enterprise somewhat the same kind of an evaluation that the Cornell report constitutes for the Peace Corps.

At Rio, the delegations of our countries faced frankly the fact that progress in economic and social development has been spotty and that tremendous problems remain to be solved.

But they were encouraged enough by the achievements so far, and honest enough to learn from failures, to decide unanimously that the objectives and philosophy of the Alliance should continue to serve as the foundation of economic and social development policy in the Inter-American System and that the Alliance should continue, not until 1971 as originally contemplated, but as long as necessary for each of the participating countries to reach its objectives.

create a Development marked by the idealism the Peace Corps.'

So one impression I wish to offer about the future is that there will be a Peace Corps and an Alliance in 1976. Even if the achievements of both exceed our fondest desires in coming years—and I hope they do—both programs will still be needed although they may take directions quite different from those of today.

Community development, the Cornell report emphasizes, is still new. The same is true of development in its broadest sense. A flood of treatises has poured forth in recent years but there is no single formula for success.

In development programs, priorities have to be periodically reviewed and readjusted. Last year, for example, CIAP (Inter-American Committee on the Alliance for Progress) was deeply concerned about the heavy burden of short term, external debt that some countries faced. That has lightened somewhat now and so we are working in every way we can to help Latin America to increase its exports, because without higher earnings of foreign exchange the great demands of development cannot be met.

At the same time, high on the crowded agenda of CIAP is a topic: Modernization of Rural Life. It stands for the committee's efforts to help the countries intensify programs of community action. The objective is to stimulate efforts that make rural life—and urban life, too, for that matter—more productive, more meaningful, more rewarding, not just materially, but intellectually and spiritually.

The Peace Corps has taken some pioneering steps toward this objective and has inspired some others.

Its example helped El Salvador to become the first country to form its own Peace Corps. President Belaunde of Peru launched his program of community development called *Cooperación Popular*. President Frei of Chile created another program called *Promoción Popular*. The good example of U.S. Peace Corps Volunteers working abroad helped to inspire the creation of VISTA—Volunteers in Service to America—to work against poverty at home. All these movements are producing a body of valuable experience that can help to broaden community development efforts in this hemisphere and other parts of the world.

But above all, it seems to me, these movements have added a new spirit of idealism, dedication, youthfulness, and have helped to develop a sort of inter-connection, in the broad and complicated work of promoting human development. The 1960's began as the Decade of Development with the orientation largely of the economist, the financier, the engineer. Now, I think, all these community development programs have helped us to see more clearly the inter-connection between investment in physical resources and human resources, and we are beginning to create a "Development Generation."

I have the impression that this Development Generation will be marked by the idealism that has motivated the Peace Corps, by a talent for learning from others as much as we teach to others, by a willingness to learn from failures as well as from achievements, and by new approaches in efforts of mutual cooperation and assistance between and among countries, and between and among the various social groups within our countries.

I remember an observation made by President Alberto Lleras Camargo of Colombia not long after the Peace Corps sent its first contingent to my country in September, 1961. He said the Peace Corps constituted "the finest way in which the United States could prove to the humble people of this and other lands that the primary purpose of its international aid program is to build a better life in all of the free world's villages and neighborhoods."

With so many villages and neighborhoods still struggling to break the bonds of hopelessness, sickness, hunger and illiteracy, and the Development Generation still in its infancy, both the Peace Corps and the Alliance must keep striving to help our peoples move ever closer to their objectives.

Carlos Sanz de Santamaría is a civil engineer and Colombian official who was elected chairman of the Inter-American Committee on the Alliance for Progress in 1964 by member nations of the Organization of American States. He is a former mayor of Bogotá, Colombia, and served the Colombian Government as Minister of National Economy, Minister of Finance, and Minister of Foreign Affairs. He was also Ambassador to Brazil and served twice as Ambassador to the United States.

Three things to remember

William J. Lederer sent the following article to THE VOLUNTEER *under the heading: "A hint for the future Peace Corps."*

By **WILLIAM J. LEDERER**

Several years ago, Eugene Burdick and I visited the Peace Corps Volunteers throughout the Philippines. We went there as consultants for the Corps.

The event which both of us remembered most enduringly was a small village near San Bernardino. The four Peace Corps Volunteers stationed there had been sent as English language teachers. But what they actually accomplished, I believe, was far more important. We learned about it from the Catholic bishop who was visiting to officiate at a religious holiday.

The bishop told us that in the neighboring valley were the best mangoes in the world, the San Bernardino mango. But their season lasted only about ten days. The trees were productive and tons of the wonderful fruit rotted, even though everyone in San Bernardino glutted himself during those ten days.

One of the Peace Corps girls came from a farm. She sent home for a small canning outfit, and instructed people how to can the mangoes. The bishop told us that there now is a community canning center and the San Bernardino mango is now known as the "American Mango."

That night the bishop said he wanted to show us something, and he took us to the public square. In the middle of it were about one hundred young Filipinos dancing the twist; and the music was being provided—and very good music it was—by a four-piece combo.

The bishop told us that one of the Peace Corps men had held a dancing class and the other one, a musician, had held music school. "Even in this rural community," said the bishop, "we now have four small bands, thanks to your Peace Corps Volunteers."

On Monday, the bishop said he wanted to show us another thing, if we promised not to disclose to the Peace Corps administrator what we would observe. We promised. We went into the classroom where the Peace Corps Volunteer was supposed to be instructing in English. Within the room were about 15 adults. The Volunteer was holding a "Great Books" session. Not all of the adults present knew how to read, so the Volunteer was reading sections of the book aloud.

When we left, the bishop said that his government had requested the Peace Corps serve the function of teaching English. "But," he said, "anyone can do that. We have plenty of Filipinos who can teach our children English. But your Peace Corps Volunteers have done three more important things. By instructing us in canning, we have learned how to improve our economy and to get better nourishment. By having instruction in American music and American dancing, we have learned how to enjoy life a bit more. And third, by reading the great books the members of this community are learning how to think."

The next morning the bishop left for Manila. We saw him to the bus. Just before he embarked he blessed us, and then added, "Remember what I told you yesterday about the three important things which the Peace Corps is accomplishing here?" Before we could reply, he added, "If the Peace Corps would do those same kind of things, and as well, all over Asia, I assure you that there would be no room left for Communism."

William J. Lederer was co-author, with Eugene Burdick, of The Ugly American, *(1958) and* Sarkhan *(1959). Among his other works is* A Nation of Sheep *(1961).*

'Why remain a slave to an idea?'

By **DR. JAMES H. ROBINSON**

Peace Corps has established the role of youth in international service and cooperation, on a scale heretofore unknown. In addition to performing a vast amount of service, Peace Corps has begun a reservoir of personnel who, as a result of their experience and their readiness for international service, will continue to serve the United States, the United Nations, and the nations of the world for decades to come.

A solid foundation upon which to build has been laid over the past five years. It is easy to look back over the years and catalogue all the mistakes and failures. This is necessary in order to make an honest and accurate evaluation, which must precede any changes of strategy and improvements in program.

It is even easier to take stock of the contributions and notable achievements, and to take great joy and pride in them. This is necessary for the health and well-being of any organization or agency, and certainly most necessary to maintain the support of the American people and the Congress. But the achievements and the constructive impact have to be balanced against the liabilities and failures, in such a way that searching criticism, no matter how unpalatable, is honestly and courageously applied.

Peace Corps, more than any other agency of the U.S. Government, has come closer to fulfilling the Biblical admonition that it is more blessed to give than to receive. Perhaps the finest giving, of America as a nation, is the giving of its young people, who move out unselfishly across the world—giving up the best part of their youth, postponing the completion of their education, job advancement and often marriage to serve their fellow man. Thus, as Longfellow would say, they leave footprints on the sands of time, and in many nations.

In so doing, they have helped Peace Corps to have a profound effect on the people in whose midst they live and serve. Their efforts have become a catalytic agent for inspiring the youth of the underdeveloped nations of the world, as well as many of the developed nations. While there were private organizations in the U.S. and Europe which preceded Peace Corps on a much smaller scale, it can safely be said that Peace Corps not only has spread the idea to the whole world, but has done so on a far larger and more significant scale. Most of the Peace Corps-type youth organizations for service which have been established in the last five years were inspired by the work of the Peace Corps. It is a government undertaking with a supremely moral and spiritual motivation.

Unlike affluent people of great means, whose capacity for giving may exceed their wisdom, so that their fortunes are left to be administered perhaps no more wisely than they themselves would have done; and unlike wealthy nations with great resources, which often use foreign aid as a political tool with long-range motives, Peace Corps young people give in the prime of their lives. But they give not only of themselves but also of their means, because they postpone their earning power and mortgage their opportunities for advancement, by having to take a lower place in the seniority scale, when they return to pick up their life's work afterward. Furthermore, the experience of giving themselves now, in the early years of their lives, will make them better givers as they grow older, and will prepare them for world citizenship.

Peace Corps exemplifies the blessedness of giving, because Volunteers join in the joy of the receiver, as they identify themselves with their brothers in distress. Such giving is more blessed than receiving, because it springs from higher motives and reaches nobler goals. It does not lay a yoke upon nor demean the receiver.

But there is another aspect to this proverb, which Peace Corps has also demonstrated. Receiving is not without its blessings also. In fact, if there is no blessing for the receiver, there can be no blessing for the giver. The blessing of the giver is realized when the receiver, as a result of the assistance, is able to become a giver also. The giver is doubly blessed because he also becomes a receiver.

Cultures in Orbit

It was Leibnitz who said that no two personalities could come within the orbit of each other without having a powerful effect upon each other. Peace Corps' men and women, after making a valuable contribution, return to this country greatly enriched as a result of their experience, and that enrichment is bound to have a tremendous cumulative effect upon the people of the United States. In this way Peace Corps, perhaps more than any other agency or organization, with the exception of the more enlightened and dedicated missionary bodies, has illustrated the fact that the best relationship between the "haves" and the "have-nots" is when both are givers and receivers.

What Volunteers have lacked in skills and training, they have more than made up in sincerity, dedication and use of the talents which they had —talents which, though limited, were exceedingly valuable, especially when viewed in terms of the standards of the countries where they were at work, and in light of the fact that their efforts were the difference between what they had to give and almost nothing else.

Call for Decisions

The overwhelming majority were involved in education at the primary and secondary level and in community development. A fairly significant number applied themselves to a great variety of other needs in the underdeveloped countries of the world. However, the rapid progress and change, even in the less developed countries, create a need for skilled manpower, such as President Kennedy promised in his Executive Order of 1961. New decisions, reorganization and growth are demanded for the crucial years just ahead.

These five years of Peace Corps have been but a beginning. The next ten years demand reorganization and great improvement of the program, to help meet the needs of underdeveloped nations in a more exacting way than has been the case heretofore. However, the first five years have laid an important foundation upon which both Peace Corps and the other agencies of government with which it is associated in various countries can build.

Peace Corps' men and women have lifted the horizons not only of the hundreds of thousands they have served, but of the people and the governments with which they have been at work. For the most part, these horizons are beyond what Peace Corps, as it is presently constituted, can help them to reach, although for many years to come there will be a place for a significant number of idealistic, unskilled Volunteers.

The future will demand that Peace Corps make a much larger effort to recruit more skilled and seasoned per-

sonnel to serve its aim and objectives and the requests of the nations it seeks to serve. This will mean that it must be willing to change some of its basic policies and strategies. There is no reason why it should remain a slave to the original idea, which was basically the recruiting of unskilled but highly idealistic and dedicated young people who, with a minimum of training, were sent out to shoulder some of the hardest burdens of the world. Nor should recruitment be limited to those who can go solely for the minimum salary of $75 a month plus maintenance and other benefits. Nor, for that matter, should it be limited to those who can go for two years.

It is absolutely necessary to find sufficient funds to attract older and more skilled craftsmen and professionals, some of whom may be able to go for only a year, but whose training and abilities will be more adequate to the tasks than those of younger persons with less training and experience. Although two years might be better, such persons might very well achieve more in one year, in training carefully selected persons from the particular country, than several untrained Volunteers might accomplish in two years. With thousands of citizens living longer and retiring earlier, there is a constantly increasing reservoir of craftsmen and professionals who are available for both short-term and longer-term service. Peace Corps must be flexible enough to capitalize upon this wealth of potential.

The Reverse Peace Corps

However, the selection process—the ideals and dedication demanded—should be no less rigorous. In highly sensitive areas of the world, the best man with the right skill but the wrong attitude, who is lacking in proper motivation and basic respect for the people, may very well do more harm than good.

The plan to bring persons from underdeveloped areas for a combination of training, practical experience and service to the U.S., which Peace Corps is initiating and will be able to do on a significant basis with sufficient funds, partly as a result of President Johnson's recent message to Congress, will be one of the most profitable aspects of the Peace Corps in the future. Great good will come, to us and to our friends, as a result of such cross-fertilization of ideas and service. This new emphasis upon training more people to take the responsibility of leadership in their own country, with practical experience and education here, should become the main focus of the Peace Corps program, rather than service in the field. The most lasting results will be achieved in underdeveloped countries when there are enough trained and experienced nationals to shoulder the main responsibilities of leadership.

Obviously, where service is needed, it should not be abandoned; but in the long run, there are greater dividends to be gained and more to be accomplished by training personnel from the underdeveloped nations, either in their home countries or here. However, both elements of the program will be needed for some time to come.

An added bonus of the exchange program will be improvement and increase in the language ability of Americans. Our nation has always been handicapped in its role of world responsibility by the very small number of Americans who can relate in the vernacular of the people to whom our responsibilities have been extended. Furthermore, just as our nation has no better ambassadors than our Peace Corps Volunteers, in the same way the exchange person who works and serves here while learning new methods and techniques will be among the best ambassadors his nation has here.

Now that Peace Corps has won the respect of the nations it has served, and the begrudging respect of most of the more secure countries, it needs and deserves more support and cooperation from American business, labor, religious bodies, etc.—which ought also to have a greater consultative role in Peace Corps planning and programming. Peace Corps' relations and cooperation with colleges and universities can serve as a model for the new relations with business, labor, etc. These relations must be something much more clearly defined and more responsible than the Peace Corps Advisory Council. The next decade will require changes, reorganization and constant and rigorous evaluation, which Peace Corps has already demonstrated.

Dr. James H. Robinson is a prominent New York clergyman and the director of Operation Crossroads Africa, a work program for American college students in Africa. He is a member of the Peace Corps National Advisory Council.

Do PCV jobs

By **MARTHA**

The Peace Corps is the Volunteer, and to speak of its continued existence is to discuss the possibility of attracting Volunteers in the future. Obviously when pay is not an incentive, motivation becomes the major reason for enlistment. Slick advertising and recruitment will produce new Volunteers only if they can induce motivation. I doubt that these attempts would have much effect in the absence of a social mood for the kind of service offered by the Peace Corps.

The Peace Corps can affect this social attitude in a general way by returning Volunteers to the United States who are satisfied with the contribution they have made and who will have the kind of personal contacts that will stimulate the idea of service in others. The question is whether or not in the small area in which the Peace Corps has control over its destiny it has made much of an effort.

It is often not recognized b[illegible]e Peace Corps that Volunteers, even though they are Americans endowed with supernatural abilities, have various needs which must be filled before they will be effective. They need security and guidance in a new and formidable environment that imposes an unimaginable challenge. Security to the Volunteer means a sense of having something to offer and a situation in which to offer it. It involves placing the Volunteer in fields where he has some skill acquired either before or during Peace Corps training. The Volunteer needs this kind of security before he can acquire the cultural perspective that is so talked about.

How often does the Volunteer understand, as a result of training, that the American way of doing things

Martha E. Welsh (Cambridge, Mass.), stan where she taught zoology at from 1962 to 1964. She is cur versity as a research assistant in

match talent?

E. WELSH

might be too complex and advanced for the Peace Corps countries? Are we filling the jobs that need to be filled in a way that countries want, or are we filling jobs which we define and accomplishing what we feel needs to be accomplished? Of course, the major question is whether there are jobs for the Volunteer and how carefully an attempt is made to match the skill with the position. Are jobs reputedly needing Volunteers thoroughly checked out? Some groups are so resistant to the foreigner as an innovator that it is a waste of the Volunteer to be assigned.

The problem of poor jobs, insufficiently prepared Volunteers and totally new cultural situations leads to a need for guidance. Can well-meaning staffs from successful jobs in the U.S., but with less training than the Volunteer provide the leadership needed? Economic development is hard to understand and even harder to produce. And so it is a vicious circle, for poor guidance means poor jobs and poor jobs mean a need for more help and advice.

I suspect many Volunteers have returned to the United States disillusioned by their experience, though I wonder how many would admit to two years of questionable output. They spent most of their two years engaged in the promotion of international understanding through smiling and drinking tea. What real contribution did they make to the tremendous need for economic development? If the Peace Corps is to have a future, it must squarely face these problems; if it does not, there will be a diminishing stream of Volunteers.

Mass.), was a Volunteer in Paki-Frontier College in Peshawar rently working at Harvard Uni-biology.

His Excellency Assadollah Alam, former Prime Minister of Iran and now Chancellor of Pahlavi University at Shiraz, submitted the following article under the title: "The Peace Corps and a Sacred Mission."

Peace Corps, in the past and in the future...

By **A. ALAM**

The first time that I became acquainted with Peace Corps activities was in July, 1962, when Lyndon Johnson, who was then Vice President of the United States, visited Iran. I was the Prime Minister of Iran, and Mr. Johnson discussed with me the late President John F. Kennedy's interest in establishing the Peace Corps in my country. I was very much impressed by the President's noble and philanthropic idea and congratulated the Vice President on his efforts to start Peace Corps activities.

Mr. Johnson asked my honest and frank opinion about Peace Corps activities at that time, and in this article I will give a brief description of what I discussed with him.

I told Mr. Johnson that the idea of creating a Peace Corps is a noble and humanitarian one, and for this I offered my sincere appreciation; but I also mentioned to him that making this idea become a reality would be a delicate task and would require much thoughtful consideration.

In the first place, the Peace Corps should act in such a way that its activities would not be misinterpreted. It should convey its own real meaning which is that it is a sacred mission for spreading goodwill, good understanding and philanthropic ideas among the different countries all over the world. In addition, it should be free from any political connotation.

In the second place, the Peace Corps should not provide one single type of personnel for all countries. Each individual country should be provided with the type, or types, of Volunteers that it specifically needs and is interested in. It was agreed at the time that only the undergraduates should be recruited. I suggested that since some countries were not in need of primary and low level help, other than undergraduates should be considered for assignments abroad. In fact, some countries would need Volunteers of higher quality, and whose qualifications would enable them to serve as leaders and advisors.

In the third place, so far as it is possible, the Peace Corps Volunteers should not have all the privileges that political representatives enjoy (except in those places where living conditions make them necessary). This should be so in order to stimulate the Volunteers' efforts to meet and work with their colleagues and encourage the people to look upon them as representatives with a high and noble mission.

I felt that Mr. Johnson agreed and was impressed with what I told him and paid much attention to my conversation.

Today I realize that the Peace Corps activities in Iran are more or less conducted along the same lines and princi-

ples which were discussed between us. Sending highly qualified Volunteers to Iran has served a very good purpose for Iranian needs. In the last ten years under the wise guidance and leadership of His Imperial Majesty the Shahanshah and with His White Revolutionary activities a large and comprehensive program for training young Iranians inside and outside Iran has been established. As the result of that Iranians have already filled the undergraduate vacancies in higher education.

As the Chancellor of Pahlavi University, I observe Peace Corps activities at Pahlavi University with great admiration and appreciation. The Peace Corps Volunteers have been very active in helping us in such areas as English language, economics, sciences, medicine, and a very promising program of national development. In February an additional group of 14 of the sacred army will come to Pahlavi University to begin their teaching activities. These Volunteers will be of all ages, from all types of backgrounds, and with all types of qualifications. These very respected and noble colleagues will be helping us in the areas of biology, physics, history, zoology, public affairs, English, economics, psychology and sociology, medicine and agriculture.

I am very thankful for all that the Peace Corps Volunteers have done for Pahlavi University in the past, and I am looking forward to seeing the activities of this energetic and enthusiastic group who will be continuing the sacred mission that has been shouldered by their conscientious predecessors.

I am fully aware of the amount of care and attention that the Peace Corps authorities have taken in selecting these Volunteers and also of the amount and quality of training they have given them in order to enable them to carry out their very important and holy responsibilities.

I offer my sincere gratitude to all who are involved in this wonderful movement, and I wish the new Volunteers who will soon be at Pahlavi University the best of success in their activities.

Assadollah Alam was Prime Minister of Iran from July, 1962, to March, 1964. He was formerly Governor-General of Baluchistan, and a minister of Interior, Agriculture and Labor in the Iran Government.

Don't give in to the spectacular

By **S. EDWARD PEAL**

The Peace Corps is only one manifestation—and in coldly financial terms, perhaps the least impressive—of the generous impulse which led the United States, in the wake of the ruin of World War II, to use part of its immense wealth and superb technological skill in an effort to apply economic remedies to world problems which military action had left suspended but unsolved and which the clash of ideologies continue to exacerbate.

The outpourings of American beneficence which have been sanctioned under the general designation of "foreign aid" add up to majestic totals without parallel or precedent in any international accounting of this kind. The expenditure on the Peace Corps is only a modest footnote to the monetary side of the story, yet in a campaign of breathless scope and magnitude, this skirmish has achieved a tactical triumph out of all proportion to the forces, both human and material, engaged. It has won the dual accolade of domestic approval and foreign acclaim. It has somehow furnished the pattern for one of those rare transactions from which both the giver and the receiver emerge with the glowing consciousness, the enduring satisfaction, of having shared in a mutually uplifting experience.

There is no need to go too busily in search of the formula for this notable and largely unexpected success. Its secret lies in its very simplicity. The Peace Corps, unlike some enterprises more grandly publicized but too quickly forgotten, does not bring the peoples of different nations together at the lofty pinnacle of inter-governmental negotiation, in which so few take part and by which even fewer feel themselves to be affected. It is rather a continuing operation in which the main and all-important contact is between ordinary individuals immersed in the routine (and therefore vitally urgent) processes of everyday living.

The immense, and starkly simple, merit of the Corps is that it does in fact reach the people. Reaching them is the essential preliminary, without which its work cannot start. The flash of genius which endowed it from birth with a special quality was the insistence that it should be represented overseas, not by a select body of professional experts (so much, and so rightly, in demand at other levels of the aid program) but by a realistic and revealing sample of American society in action—a faithful cross-section of the whole diversified and teeming citizenry of the United States.

This is a system of recruitment which, from the very moment of its adoption, set in motion a two-way traffic in ideas of the most felicitous kind. The Volunteers sent abroad by the Corps were thrown immediately into an environment which enabled them to get a newer and fresher look at the people whose progress it was their purpose to foster. Conversely, those who welcomed the Volunteers into their midst, not as superiors and not (except at the very outset) as strangers, could learn for the first time the truth about that far-off and often maligned "American way of life." They could learn the truth through what is, after all, the sincerest and most convincing form of propaganda—the personal conduct of those through whom it is transmitted.

The struggle to build a better world—a world from which not only war but poverty, disease and ignorance will have been exorcised—cannot be won merely by the signing of treaties and the scaling down of armaments. There must also be victories

at the grass roots of human endeavor, among those communal activities which are the only sustaining basis of general happiness and well being. These are the victories, limited and local in their immediate effect, but decisive in their cumulative impact on the course of history, which the Corps seeks to attain. Its task is to extend and underpin the infrastructure, the foundation, without which the entire edifice must crumble. It is not by accident that so large a proportion of the Corps trainees are prepared for, and assigned to, duties in the field of education, for education is one of the surest and most coveted keys to both spiritual liberty and material progress. In the countries being served the necessity for education cannot be overemphasized.

Now that the Corps is celebrating, in a mood of well justified exhilaration, the end of five years of strenuous work carried out with earnest zeal and conspicuous efficiency, it is natural that the question should be asked, "Where do we go from here?" It is not for me to presume to chart a path for the future development of the Corps. All I can say is that as a Liberian I am grateful for what it has done in the past and pray that the flow of Volunteers to my country at any rate will not be checked.

There is one exhortation, however, which I feel impelled to voice. It is that the Corps should cleave to, and elaborate, the technique of strengthening existing institutions in the countries where it operates rather than give in to some Volunteers who "hunger" for doing something spectacular. This is an eminently wise and fruitful approach to the problem of how to impart, in the shortest possible time, skills which those acquiring them will be able to put into practice on their own.

While the abundant enthusiasm of its Volunteers will assuredly require, and find, new and imaginative outlets, it may well be that the most compelling need for the next five or ten years will be to expand, not the range of variety of the physical exertions of the Corps, so much as its spirit. There are other areas along the vast frontier of international relations in which that spirit might with advantage be applied. Even to sit down and start making a list of them might enlarge one's faith in the destiny of mankind.

One other thought comes to my mind. Many returning Volunteers have been quoted as saying that they would remember their overseas service with the Corps for the rest of their lives. I cannot help wishing that some of these memories might be turned into a lasting bond between what, for lack of a more original term I shall call "Corps alumni." Comradeship which has been generated and developed in the field is worth preserving after demobilization. There are few enterprises so rewarding as those which keep alive, over the years, ideals which have been shared and cherished and whose energy is far from spent. There are so many worthwhile tasks to challenge the collective ardor of these returning crusaders—the enlightenment of their fellow citizens who yearn to know what the outside world is really like, the correction of false and harmful legends about the customs and character of the peoples of the developing areas, the stimulation of recruitment for the Corps among the rising generations, and the maintenance and strengthening of its traditions in a hundred ways.

I can even envisage tourist agencies rejoicing in a growing tendency of veterans of the Corps to hold "class reunions" at regular if well spaced intervals in the countries where they served together. They would thus keep green friendships which, like the exploits that inspired them, would continue to transcend the narrow bounds of nationality and race.

The Honorable S. Edward Peal has been the Liberian Ambassador to the United States for the past five years. He was previously Ambassador to Guinea and The Hague, and has also served in Hamburg, London and Paris.

One-worldly civil servants belong in Geneva, not Washington

By **DONALD SCHARFE**

There is little constructive to be said in criticism of the Peace Corps. As it looks on its past five years there is a temptation to pride; as it considers the next ten there is a fear of boredom, the mundane.

Its returnees have been given perhaps undue respect. One thinks of the great returnee conference. Few journalists have ignored their potential. Unorganized as returnees have tried to stay, there has been increasing mention of Geneva as their second home.

A prediction is that the Peace Corps

will resist in the coming years the suggestions of a variety of departments and finally move to Geneva, perhaps under the United Nations.

The returnee has to be viewed as a neutral politically, in many ways as an immigrant (should a brief training period for returning Volunteers be held at Ellis Island, with leave time in New York, as a re-American-self-interestization period?). His loyalties during his stay abroad shift. He was sent to identify with another culture—to go native, in a sense—and the results were generally deep-seated. Rather than converting local friends to more than a cult of his own personality, he finds himself coming to share their neutralism. He shares their disdain for new governments that lean exclusively to East or West instead of to both. Had Castro been smarter he could have gotten aid from both sides, etc.

This provoked a thought: If the Peace Corps is to retain an affiliation with the government, some sort of clarification will have to be made. No country is interested in getting back, or sending out, what are to become one-worldly civil servants.

Cold war policy is only a question of power, and the shrewdness of the underdeveloped world will keep unequal alliances unlikely. Why should a developing country join the United States when it is possible to play Rome against Rome?

Cold war competitiveness, on the other hand, encourages neutral development. The Volunteer becomes suspicious of his own country's foreign concerns, public and private, spoken and silent. The Alps of Switzerland would be an escape from such ambiguities for a bureaucracy that is not interested in a U.S. self-interest.

As a Volunteer considers the non-neutral underdeveloped world, he can hardly be impressed. Any tendency to social change is seen by the great power ally as a threat to its necessary phalanx. Internal reform movements are discouraged, as is any possible movement to neutrality.

Wondrous is the legalistic mentality of our Potomac Rome, and creeping through the laws are Volunteers and the ghost of Che Guevara, the former encouraging reform abroad as fast as Che encourages revolt. Both have come to realize that the status quo leaves something to be desired for the underdeveloped world. In its laxity, its distance from security questions, the organizational Peace Corps agrees.

The developing nations are like laborers trying to organize, to have some control over the wages they receive for raw materials. They compete against each other and the Romes benefit by the price wars, the non-integrated planning. Twelve steel mills in a desert inside a 100-mile radius are fine for a visiting industrialist, as are the interest rates. What does the other-worldly Volunteer say? He is suspicious, even of himself as he is labeled. Geneva would be a relief. The Peace Corps would be a non-treaty organization.

One doesn't have to deny the idealistic streak in the United States tradition. It is merely thought premature. The moral Danes, the moral Swedes, the moral Canadians, can be so because they have little other option. The Romes have enough strength not to be moral. There is time for humanitarianism later. Woodrow Wilson was early. So is an American Peace Corps. Why reform Guatemala? We can put down as many social revolutions as it attempts. If the Peace Corps is not in Geneva by 1976, it will have changed. In some ways it already has.

'The organization is becoming something of a great children's crusade.'

Even the name seems to detract from its ideal neutrality. Over the softly moving devotees of sweetness and light are bored and swift and silver formations. In case the peace passes there will be other corps. They must be there. Give me a ride in your car, friend, for you and I have a lot to do out here, and I could have my own if I wanted, though I'm poor now, and you'll like me for it.

From Washington the organization is becoming something of a great children's crusade, and the experienced professionals who should have been there were not getting abroad under its auspices. Geneva might correct this image and mature the agency. Now it is like a junior two years abroad, and in the new countries, one has too many young friends.

A cold war Peace Corps perhaps inevitably ventures out like a vast leviathan. It leaves the anonymity of its more appropriate role in a maze of administration. Great blue vans must cruise the bush with the leaders. Volunteers must wear police crash helmets on their identical motor scooters. Anglo-Peace Corps clubs are set up by Peace Corps administrators at the capitals. Exclusive in-service training courses remind Volunteers of their training-bred affection for one another, and their self-sufficiency. It is possible to travel entire continents without eating or sleeping with any but pure Volunteers. Organization men march into the outer world. Jobs are done with uniform distinction.

Instead of moving among the people as a fish in water, the Peace Corps moves like a ponderous Trojan horse of good intent, crushing spontaneity. When a whistle blows, 500 teachers will jump to attention. They will let their leaders know of their movements at all times. These are employes of the U.S. Government, not the local government, and Volunteers, not merely teachers. An employment agency is not enough. It has no extended influence. Rome has spoken.

Afterwards, as a returnee, the Volunteer is an immigrant who has too many relatives abroad to give full support to the welfare of a merely continental society, no matter how great. The gleaming white parthenons that are the Job Corps, Head Start, Upward Bound, Volunteers in Service to America, Youth Corps and even the Students for a Democratic Society are still bounded, and while no less admirable therefore, incomplete.

From Geneva, the unbounded Pax Dominicana could be taken in stride. Less likely would be the cold war fate that has met Operation Task, Camelot and Simpatico.

Saul Alinsky, the Chicago organizer, described the situation in another context when he said: "It's like asking an employer to go ahead and hire a union organizer." The Peace Corps has been hired.

Geneva would make a difference. From Geneva, many things would be possible, even Alinsky as director. Geneva is the capital for a uniting world. The U.S. is a bit too various in its involvements abroad to give a Peace Corps the pure base it deserves. With luck it will be in Geneva in 1976, and breathing again. The air is good there, and the mountains near. Too many roads lead from Washington. It remains to be seen what effect the latest immigrants will have upon them.

Donald Scharfe is a native of Pittsburgh, Pa. He is a graduate of Howard University and served as a Volunteer teacher at Zaria Teachers' College in Northern Nigeria from 1963 to 1965. He is now a graduate student at Johns Hopkins University.

Helping Americans help themselves

Five Indians who came to the United States last year as a "Peace Corps in Reverse" have pioneered the Exchange Peace Corps. Their experiences are recounted here. The Exchange Peace Corps, proposed by President Lyndon B. Johnson, has an initial goal of 5,000 "Volunteers to America."

Five volunteers from India are the active forerunners of the Exchange Peace Corps.

They are aiding the U.S. war on poverty in Cleveland, Philadelphia, New York City and New Haven, Conn. As a pilot project for the Exchange Peace Corps, they are helping Americans help themselves.

The five community and social workers were selected by a committee representing the governments of India and the United States and they are spending a year in the U.S. to help in community action programs.

The group's presence here marks the beginning of a "two-way traffic of Volunteers" which the Peace Corps hopes to begin in other countries where American Peace Corps Volunteers are now working. The Indian volunteers' stay is coordinated by Alfred Winslow Jones, head of the Foundation for Voluntary Service, who believes that "Americans must not only dispense aid; we must let others help us."

The five are: Mrs. Satwant B. Singh, 46, a sociologist with India's Ministry of Health; Krishnaji R. Patankar, 32, chief organizer of Urban Community Development for Bharat Sevak Samaj in Bombay; Som Dutta Tyagi, 34, settlement officer in land consolidation in Uttar Pradesh; Lakshmi Kant Gupta, 34, a former settlement officer and now Under Secretary to the Government of Uttar Pradesh; and Magan Kumar Pathik, 26, assistant national secretary of the India Branch of the International Voluntary Service Organization.

They began their service in the U.S. in June, 1965, as instructors at St. John's College in Annapolis, Md. for a group of American Peace Corps Volunteers going to India. The Indian volunteers lived and worked with the Peace Corps trainees, taught them Hindi, and participated in seminar discussions.

Magan Kumar Pathik, who works in Cleveland, says of the future Exchange Peace Corps: "The program to invite volunteers from outside to work with the problems of poverty must continue with the emphasis placed on inviting experienced people."

"We were able to tell them about the social, political, and economic life in India, basing it on our own personal experience, a factor that always leads to better understanding," says Mrs. Singh.

In September the five Indian volunteers became "trainees" themselves, joining 29 Volunteers in Service to America (VISTA) in a six-week training program at the Columbia University School of Social Work in New York.

Like other VISTA volunteers, the five Indian volunteers have been working with public and private institutions to help solve the problems of America's poor.

Through organizations like Community Progress Inc. in New Haven, the Central Outreach branch of the Greater Cleveland Neighborhood Centers Association, the Opportunities Industrialization Center in Philadelphia, and the Henry Street Settlement in New York City, the volunteers have done everything from explaining to parents the need for children's vaccinations to assisting aged widows get their Social Security payments on time.

The Indians had to do a lot of door-bell-ringing to gain the confidence of the residents in the neighborhoods where they work.

"Many of these senior citizens would almost slam the door in my face at first," recalls Mrs. Singh. "But I appealed to their sympathies. I described how beneficial they could be if they would only befriend those less fortunate than themselves," she explains. "Suddenly those who were so uninterested in the beginning took a new look," she adds.

Among her varied projects on New York's lower east side, Mrs. Singh conducted a voters' registration drive. "We are trying to educate Americans who have never voted before to realize their civic responsibility," she says. "We have had good success mainly because we have designated one person on each floor of an apartment building to take the responsibility of signing up the others. Each takes great pride in doing a good job," she added.

On a door-to-door campaign in the Puerto Rican section of Philadelphia, Gupta and Tyagi talked to 1,000 adults, getting many to sign a petition for a zoning change. Emphasizing to residents that financial relief from the government is not enough, the two volunteers told them how the Industrialization Center could help improve their status by developing skills that would equip them for jobs.

And in New Haven, Patankar completed a detailed report on about 600 families in a housing project. "With this report," he explains, "I can now go out to these people and aid them better in solving their family problems."

One aspect of his work that particularly appeals to Patankar is the relationship among the staff here. An "assistant assistant assistant," for instance, can go right to the director with an idea. "The other day," he says, "we were forming a new program for some 20 youths and the director, a couple of supervisors and several volunteers all played important roles in the discussion."

The Indian volunteers have been successful in social work in the U.S. both because of their nationality and in spite of it.

The fact that they are from another country, and one with social problems of its own, has given them a unique perception of the problems which exist in the poor communities of the United States. And the fact that self-help has been accepted as the underlying principle of community action programs everywhere tends to erase differences in nationality among those who believe in, and employ this technique.

The social worker can offer guidance and advice, says Mrs. Singh, but for a project to succeed, "self-help is essential."

Pathik sees the similarity between social work in the U.S. and in India. "I want to contribute something like your Peace Corps does," he says. "We are not going to solve all the problems of our respective countries. But in this work each country is helping the other. I hope to bring back new methods to aid in fighting the social problems in my country. I feel

In Philadelphia, Pa.: Tyagi and Gupta on a door-to-door campaign to change city zoning regulations.

Mrs. Satwant B. Singh tutors a child at the Henry Street Settlement House in New York City. Of her work as a "Volunteer to America," Mrs. Singh says: "The social worker can offer guidance and advice but for projects to succeed, self-help is essential."

Krishnaji R. Patankar talks to residents of Elm Haven, Conn., so he can "aid them better in solving their family problems."

that my work over here also helps me to understand my country more," he continued.

Agencies directly touched by the reverse volunteers are also enthusiastic. For example, to Ralph Tefferteller, associate director of the Henry Street Settlement, Mrs. Singh acts as a "new, unique listening post who can move quietly around our community doing good wherever she goes and, at the same time, detecting new problems for us to handle."

Says Mrs. Singh: "They are trying to get the most out of me just as I am trying to get the most out of them. They are offering me every opportunity to put my experience to work. It is up to me to exploit it to the extent of my capacity."

Former Director Sargent Shriver said recently, "This idea of an Exchange Peace Corps to America is in the air now the way the Peace Corps was in 1960. It is a natural application, in reverse, of everything we have learned in the Peace Corps."

Memorandum

TO : The field DATE: March, 1966

FROM : The editors

SUBJECT: A speech, a spare tire and a song

Pickets and plaudits: Jack Vaughn returned to his alma mater, the University of Michigan, for his first major address as director of the Peace Corps. The returned Volunteer colony on campus had a mixed surprise for him.

Two former Volunteers sat in the front row holding placards reading: "Down with Vaughn." Midway through his speech, one of them yelled, "What about the Dominican Republic?" His companion nudged him and said, "Shut Up!" Soon the first one burst out again, "What about Santo Domingo?" And, again, the companion uttered a terse, "Shut Up!"

Incensed by this display, another returned Volunteer, seated farther back, opened his notebook and scrawled *his* message, which he displayed above his head. "I'm an ex-PCV," he wrote. "I think Vaughn is O.K. We should give him a chance."

□ □ □

Do you have a spare tire or a downy complexion? Somewhere there's a voluntary place for you in the new crop of Peace Corps.

The punchy-named newcomers to the fold are the "Paunch Corps" and the "Peach Corps."

The International Executive Service Corps, a private, nonprofit group of retired executives who travel abroad advising foreign businesses, has been dubbed "The Paunch Corps."

For the downy-faced, a misnomer group has come to the fore. It was named by an unknowing correspondent who addressed a letter (it came to us) to the "U.S. Peach Corps."

□ □ □

The National Advisory Council didn't say good-bye to Sargent Shriver. They sang it:

THE RSS MELODY

(Tune: Galway Bay)

Now Eisenhower said the thing was silly
And Nixon saw a Communistic plot
And even in the Democratic Party
Came anxious cries of 'what hath Shriver wrought?'

We all recall when Mary sent her postcard
We all recall when Passman got upset
We all recall that Sargent Shriver answered:
'Just give us time, you ain't seen nothing yet.'

Congress is aghast at Shriver budgets
Our fiscal operations make jaws slack
In summer Congress gives us 90 million
In spring we give them 20 million back.

In, up and out, Sarge seems to go ever upward
We watch in fascination from below
But there's sadness all through the Peace Corps building
Our boss has left for good to OEO.

(Tune: Poor Jud)

Pore Sarge is gone, today was his last day
We'll gather round this microphone and cry
For the Peace Corps' five years old
And the concept is well sold
Now Lyndon's poor corps has a full-time guy.

Staff Applications

There are now 317 former Volunteers on the Peace Corps staff, and many more Volunteers are looking ahead to post-service jobs with the agency. To expedite applications, Talent Search has drawn up procedures to follow.

"As more and more Volunteers return from overseas, the need to assure fair and rapid consideration of everyone interested becomes more acute," says Margaret Beshore, Talent Search director. "Adherence to the procedures will help make the process easier in the long run."

Terminating Volunteers may apply for four types of jobs: overseas staff, Washington staff, recruiting, and training program assistants.

Applications should be made by using Standard Form 57, available at the Peace Corps office or the U.S. Embassy. They should be completed at least three months before end of service.

All applications should be submitted to the Associate Director, who attaches his recommendation and forwards it to the Director, who in turn attaches a recommendation and forwards the package to Miss Beshore.

Applicants are advised to ignore the Form 57 provision restricting references who best know of their work overseas.

Applicants should indicate the kind of job preferred, availability dates, travel plans and permanent address.

USIA Jobs Open

Leonard Marks, Director of the U.S. Information Agency, has sent a letter to overseas Volunteers asking them to consider USIA as a possible career. Marks invites Volunteers to write him if they'd like more information about available openings. His address: Leonard H. Marks, Director, United States Information Agency, Washington, D.C. 20547.

Book Fund

The Judith A. Corley Africana Book Fund has been established at St. Louis University in honor of a Peace Corps Volunteer who drowned. Miss Corley was a graduate of the university. She was a Volunteer in Cameroon when she died last December.

LETTERS

Activists form core

To THE VOLUNTEER:

The attractiveness of the Peace Corps to student activists should be the heart, but not the body, of recruiting. It is the activist Volunteer who is motivated to do something more than sit in bars all day making friends (although that surely is part of the process when needed) instead of turning those friendships into constructive work within the community.

It is the American student activist who has had more of a feeling for and wider scope of activities in the art of politics and diplomacy that is so often necessary to accomplish many Peace Corps goals. The activist, used to contending with problems and strong adversaries, is in many ways more prepared, before and after Peace Corps training, to contend with the same problems in overcoming inertia in a community development project and the same type of adversaries one may meet during Peace Corps service.

The activist who has protested, marched, demonstrated and seen the insides of jail cells for no greater end than protest for its own sake may find himself completely stymied in a Peace Corps situation. But the activist who has directed his efforts toward solid accomplishments will make the best Volunteer.

Peace Corps training cannot provide a substitute for the experience and motivation needed to overcome decades and centuries of apathy and nonparticipation found in many countries of the world. What better preparation is there for the Peace Corps than having had to motivate Negroes in the South to leave behind centuries of alienation and nonparticipation in the political, social and economic lives of their country?

At the same time there is another part to the argument. As Tom DeVries said about the centrists (THE VOLUNTEER, December, 1965) "they come out something else." It must not be forgotten that the Peace Corps changes people, a very valid function in this always changing world. The centrist emerges with his scope of interest and concern widened and returns home with experiences that make him a better American citizen.

If the Peace Corps is basically community development, and if community development denotes the idea of maximum participation of the people in the decision-making process of a community, then Peace Corps Volunteers must either be activists on entering the Peace Corps, or must become activists if they ever hope to accomplish anything in two years of service.

DEAN M. GOTTEHRER
Rionegro, Colombia

Money is a factor

To THE VOLUNTEER:

I have only three months left to complete my work for the Chilean Ministry of Education and I have been seriously considering extending.

There is a very large group of Volunteers who will be terminating throughout the coming summer months, and I think it would be to the advantage of the Peace Corps to decide on a beneficial policy for extending Volunteers immediately so that more of these terminating Volunteers would be encouraged to stay.

Every Volunteer has made a financial sacrifice to give two years of service to the Peace Corps not only in lost wages but also in setting back his career. A boost in the readjustment allowance would be small enough redress for justification of six months or a year more.

The living allowance should depend on the situation but the vacation allowance should be adjusted. I do not believe that the Volunteers would consider these as "pseudo-incentives" or bribes but rather as a larger compensation for more valuable services.

JOHN ZILISCH
Santiago, Chile

Pay may be too high

To THE VOLUNTEER:

It may well be that an extending Volunteer is worth more than an inexperienced one, but that has nothing to do with it. Are we Volunteers or are we government employes? If the Peace Corps is paying me what I'm worth, then I've been quite disillusioned. I thought I was worth more than that. At least it wouldn't be hard to find a job where I could earn more.

I'm not complaining. I feel deeply indebted to the Peace Corps for this wonderful opportunity to serve and at the same time learn to understand the people of a culture different from my own, and I'm proud to be a Volunteer.

I am at times, though, ashamed that my living allowance is so high in a country where the cost of living is so low. Many of us find it easy to spend 70 cents to a dollar for a good meal, while most unskilled and semi-skilled workers here earn less than 50 cents a day.

Though I realize I'll be very unpopular for this suggestion, I strongly recommend lowering the living allowance considerably in most countries. Certain tourist restaurants should be off-limits to Volunteers, except maybe as a special treat once a week. Compared to the average national, we are living in luxury. This separates us from the very people that we're trying to help. The Cornell Peru Report leads us to believe that this was one of the reasons for the Peace Corps being expelled from Vicos; the people "felt that the Volunteers were showing off their superiority and wealth."

It's not only the way the people look on our relative wealth that hurts. It's also damaging to ourselves in that it teaches us that we are better than the average person. If we have any sense of concern for the welfare of these poor people, it should hurt our conscience to live in a fancy house or eat in a fancy restaurant.

The discussion over the "Senior Volunteers" proposal inspired this brief but forthright letter from a married couple serving abroad: "We're not reenlisting because we want to go home and have a baby."

Though many Volunteers complain about always being short on money, most of us could live quite well on half of our present living allowance. We just wouldn't go to quite as many movies, and we wouldn't spend a dime for a cup of coffee in an expensive restaurant when one can make a cup of coffee for a penny or two.

DEAN JUNGMAN
Patate, Tungurahua
Ecuador

Re-enlistment—why?

To THE VOLUNTEER:

William Brenneman and Maureen Carroll (THE VOLUNTEER, Novem-

ber, 1965) discussed several ideas in their articles with which I disagree.

The first is the mud hut philosophy which seems to be very popular in the Peace Corps. This sacrifice attitude in its extremes is probably applicable in only a few circumstances. In the situation of my wife and I, we are paid enough money to live very comfortably, and our standard of living is in keeping with what most nationals would expect of us. If we lied about our allowance and suffered a little we would certainly have boosted our egos, but this is irrelevant to our jobs.

Volunteers should live as comfortably within their allowance as possible. If the allowance is too much, then the Peace Corps should decrease it. Something far more important than the total affectation of other standards is a tolerance, understanding and appreciation of the standards and values of the nationals. What Volunteers think and how their attitudes are held by the nationals is a stronger basis for understanding.

The most important point is: why is the Peace Corps concerned with re-enlistment? Both writers have necessarily assumed that there is a real value in re-enlisted Volunteers for the host countries and the Peace Corps. I don't think that re-enlistment is good. If a Volunteer wants to stay in the Peace Corps, he should try to work in Washington, in training or on the staff, preferably, of the country where he worked. Former Volunteers seem to be very successful as staff members for obvious reasons.

If, however, a Volunteer wants to continue his work, I think that he should go to the government of the host country and try to get the job on his own.

I believe that Brenneman's fear of the stigma placed on Peace Corps voluntarism by employers would not apply to a Volunteer who stayed on not as a Peace Corps Volunteer but as an American under individual contract to a foreign government. As to the financial rewards of the work on a contract basis, in my own situation in Ethiopia, if I could get the job I'm doing now on an Ethiopian government contract, I would be paid more than the Peace Corps is paying me now.

The Peace Corps has not yet proven its success or failure simply because it is still young. The question of its success will be answered when it "phases out" of some of these countries. The fact that a teacher or a community development worker can't leave his job in good hands in his two years is an indication of the problems the Volunteers are facing. Re-enlistment will only make it more difficult for the Peace Corps to leave these countries.

DAVID ARNOLD

Asbe Teferi, Ethiopia

A baker's tip

TO THE VOLUNTEER:

We are becoming too concerned with our image. The time has come to change to other subjects, for example our stomachs. Lean and hungry looks are well suited to revolution, but less so to evolution. Therefore I wish to make known a discovery which has little bearing on the more burning issues of the day, except perhaps our ingenuity, yet may have great effects on the lives of future, and current, members of our esteemed organization.

To wit: Any training program of note is sure to include a highly unnecessary, yet nevertheless interesting, course in cooking. If our willing subject has in fact heeded the instructor's advice and has indeed brought with him a fry pan, of the heavy sort (Griswold, Tufram), and an accompanying lid, he will find to his ensuing delight that the modest amount of baking necessary to satisfy an immodest taste for sweets is readily available without the digging of holes in the ground or other extravagant measures.

It is necessary only to remove three small pebbles from the earth, place them in the fry pan in such a manner that the pie tin containing the item intended for baking does not touch any metal, seal the pan by its top, and allow to bake.

The results will, I believe, be gratifying to all.

JOSEPH C. WILLIAMS

Ayacucho, Peru

The Peru Report

TO THE VOLUNTEER:

Having discussed the Cornell Peru Report with other returned Peru III Volunteers, I wish to express some of our feelings.

Granted, the report was from many standpoints well done. However, it was a shame that the three professors responsible for it were not as scrupulously concerned with their treatment of the individual Volunteers as they were with their scale and criteria for community development.

My fellow Volunteers and I are of the opinion that several of the judgments passed on the Volunteers were blatant distortions of the truth. Without sufficient personal knowledge of the Volunteers concerned, psychological diagnoses were assumed and the Volunteers categorized accordingly. If the doctors knew these Volunteers so well, they should have been aware of the many positive contributions these Volunteers made. Perhaps their contributions could not find a niche within their well-constructed scale, as no item was mentioned which involved contributions made which necessitated great compassion, understanding and plain hard work on a more individual basis.

In addition, little mention was given to unfortunate administrative difficulties which might have influenced the behavior of some of the Volunteers.

PATRICIA A. SILKE
Returned Volunteer

Milwaukee

He likes us

TO THE VOLUNTEER:

If Peace Corps would stop telling its now and future Volunteers that they are such tremendous heroes, I suggest that there would be no "re-entry crisis." We are not heroes; we only expect to be welcomed home as such. When we are not, we cry "crisis."

To this end I suggest the immediate termination of the self-glorifying journal, THE VOLUNTEER.

ROBERT L. RETKA

Kamphaengphet, Thailand

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